Royal College of General Practitioners

RCGP Annual Report

2025-2026

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Introduction

from the Chair of the Trustee Board, President of Council and the Chief Executive Officer

We are delighted to present the Royal College of General Practitioners' (RCGP) annual report and accounts for 1 April 2025 to 31 March 2026.

This year's report marks the end of our current strategy *'Building a Sustainable Future for General Practice'* which ran from April 2023 to March 2026. This period has been marked by significant change across the political, health and professional landscape. Throughout, the College has remained focused on supporting its members, championing the profession and advancing high-quality patient care.

The challenges facing general practice remain considerable. Against this backdrop, the College has remained focused on delivering its charitable purpose: to encourage, foster and maintain the highest possible standards in general medical practice. Through our work on behalf of members and the wider profession, we continue to support a sustainable future for general practice and ensure that the RCGP remains the professional home for GPs at every stage of their career.

Having served as interim Chief Executive Officer, the RCGP announced the appointment of Mark Thomas as its Chief Executive Officer in August 2025 following a competitive recruitment process. Within our Executive Management Team, we welcomed Teena Chowdhury as Executive Director for Education in January 2026, following the departure of Fiona Erasmus in September 2025 after 23 years at the RCGP and, with Mark's promotion, Mike Browne joined the RCGP as Interim Executive Director for Policy & Communications in June 2025. Calum Mercer also departed the College in February 2026, and Moray McConnachie joined the College as interim Executive Director of Corporate Services at the beginning of the next financial year.

We welcomed the new intake of UK Council Officers in November 2025 following Council elections a few months earlier. Professor Victoria Tzortziou Brown was elected as Chair of Council. Dr Munro Stewart and Dr Jamie Hynes were elected as Vice Chair Policy and Vice Chair Member Standards (formerly Honorary Secretary) respectively. Professor Mike Holmes was re-elected as Chair of Trustee Board and, following a membership vote, Professor Sir Sam Everington was appointed as President. Our thanks to demitting and departing Colleagues for all their work on behalf of the RCGP and its members, particularly Chair of Council, Professor Kamila Hawthorne, Honorary Secretary, Dr Michael Mulholland, and President, Dr Richard Vautrey.

With this renewal of the RCGP's senior leadership and conclusion of the previous strategy, the College and its Council set about establishing new policy and professional priorities for 2026 – 2029. These priorities were agreed at the March Council meeting and the RCGP then began the process of bringing these new priorities together with the Corporate Plan to create a single strategic plan. This new Strategic Plan aims to further define and direct the work of the College to deliver our charitable mission, to support our members and to achieve Council's strategic priorities. It is anticipated that the Strategic Plan will come into effect in July 2026 following Trustee Board approval and will be structured around four themes: strengthen our membership, shape the future, develop the profession and transform our organisation.

The College has already been working this past financial year to transform the organisation and improve the member experience. Central to this has been the design and implementation of a new customer relationship management or CRM system, one of the most significant organisational change programmes undertaken by the College in recent years. The new system will provide a stronger foundation for how we engage with and support our members in the future.

As with many large-scale technology transformation projects, implementation has presented challenges. We are grateful to colleagues who worked tirelessly on the delivery, implementation and stabilisation of the system, and to our members for their understanding and patience throughout this period. We continue to work closely with our delivery partner and platform provider to resolve outstanding issues and maximise the benefits of the new platform. Having reflected on the introduction of this new system, the RCGP has committed to strengthening its Digital, Data and Technology capability, recognising the importance of these roles in delivering for members, supporting colleagues, and running the college effectively.

In addition to this and led by the RCGP's Trustee Board, the College began the process of reviewing its London headquarters to ensure it meets the needs of the organisation as it operates now and in the future. After consideration of the options available, supported by extensive stakeholder engagement and specialist advice, Trustee Board decided in its April 2026 that the College should proceed with option of selling 30 Euston Square. We expect this process and relocation to a new HQ to take around two to three years. The next stage of this process is to develop and agree criteria for the search for our new headquarters and then decide on timelines for the sale and relocation.

Despite the above challenges, we are pleased that membership engagement and satisfaction remain strong. Membership numbers have grown in the past financial year, and we are seeing greater retention among key career stage groups. At the start of 2025/26, we removed the one-off administrative fee to become an RCGP Fellow to attract and encourage more members to apply for the highest level of College membership.

The College also continues to engage with external stakeholders to ensure that the GP voice is heard by those in Government and across the healthcare sector. We have worked hard to influence Government on its 10 Year Health Plan and engaged with them on the 2026/27 GP Contract. Our members were instrumental in helping us to influence the 10 Year Workforce Plan by helping to send over 8,000 letters to the Secretary of State for Health and Social Care. We are calling on our members again to add their signatures to a petition that asks the Government to co-design better NHS care pathways and to employ more GPs, following the launch of a joint report with the Patients Association.

Work continues on strengthening the College's governance following the conclusion of the Governance Review. We are grateful to the Privy Council for approving the changes to the RCGP's ordinances. These changes formalised Council as the approver of Fellowship applications and updated the UK Council Officer titles. As of early April 2026, the Chair of Council is now the President of Council, with the four Vice Chair roles becoming Vice Presidents, and the President is now the Provost.

As we build a sustainable future for this organisation and for the profession, our thanks go to you, our members, for your ongoing support of and engagement with the College. Our thanks also to the RCGP's Trustee Board, Council, Executive Management Team, and staff. It is our great privilege to represent the RCGP, and we are immensely proud and grateful for all you do for the organisation and our members.

General practice remains the foundation of the NHS and the profession continues to demonstrate extraordinary dedication in challenging circumstances. As we enter a new strategic period, we remain committed to supporting our members, strengthening the profession and ensuring that general practice continues to thrive for the benefit of patients and communities across the UK.



Professor Victoria Tzortziou Brown
President of UK Council



Professor Mike Holmes
Chair of Trustee Board



Mark Thomas
Chief Executive Officer

16 July 2026

Our Vision, Purpose and Values

The Royal College of General Practitioners was founded in 1952 and granted a Royal Charter in 1972 with the objective:

"To encourage, foster and maintain the highest possible standards in general medical practice and for that purpose to take or join with others in taking any steps consistent with the charitable nature of that object which may assist towards the same."

Our vision

Excellence in general practice for patients worldwide.

Our purpose

To promote the best possible quality of health and healthcare for the population by:

- setting the highest standards for general practice
- ensuring that GPs have the best possible training
- supporting GPs throughout their professional lives to deliver the best possible service
- leading the profession and demonstrating the value of general practice
- developing general practice as the foundation of effective and sustainable primary care worldwide
- using resources efficiently to support our members and develop the College sustainably.

Our values

Our values describe the principles that guide our work. We strive to demonstrate:

Compassion	for our patients, the populations we serve, our members, our colleagues and ourselves.
Inclusivity	we value diversity as part of our community and treat each individual with equal respect.
Sustainability	we look to the future and care about the long-term wellbeing of our members, our profession, our patients and the world around us.
Accountability	we take responsibility for the results of our actions and continuously strive to be the best that we can be.
Integrity	we are honest, open, ethical, just and fair.

Public benefit

The College provides public benefit, and the advancement of health and of education, through:

- developing professional standards which help to ensure that patients are treated by fully trained, competent general practitioners.
- encouraging professional development by developing and providing educational resources to enable general practitioners to maintain and develop their skills.
- support to individuals as general practitioners; and
- promotion of the profession as fundamental to integrated primary healthcare.

The Trustees have referred to the Charity Commission's guidance on public benefit when reviewing its aims and objectives and in planning its future activities to ensure that the activities the College undertakes are in line with its charitable objects and aims.

This Trustees Report also sets out how we have implemented the principles of good governance and ensured sound financial management of our resources.

Strategic Plan 2023 – 2026

At the end of March 2026, our strategy *Building a Sustainable Future for General Practice* came to an end. The plan was rooted in the priorities of our hardworking GPs who continue to make exceptional efforts to give the best possible standards of care to patients despite the pressures of a persistent and growing gap between workforce capacity and patient need, and political and economic uncertainty. The strategy contained the following four priorities:

1. Tackle the workload and workforce crisis
2. Ensure the College is the Professional Home of General Practice
3. Reduce the increasing gap in health inequalities
4. Respond to the climate emergency.

RCGP Council approved four new Council policy priorities at its March 2026 meeting. Work is ongoing to combine these new policy priorities with the College's Corporate Plan into a single strategy which will run from 2026 – 2029. It is expected that the new Strategic Plan will be finalised and agreed at the July 2026 Trustee Board meeting.

The new Strategic Plan will provide a roadmap that explains what the RCGP wants to achieve over the next few years and how we will get there. Supporting the delivery of the Council priorities and covering all areas of the RCGP's operation and impact, the Plan will also provide assurance to the College's Trustees on executive actions and organisational progress. Future RCGP Annual Reports will be structured around the four pillars of the Strategic Plan:

1. Strengthen our membership
2. Shape the future
3. Develop the profession
4. Transform our organisation.

Activities and Achievements

Highlights of our activities and achievements during 2025-26

1. Tackling the workload and workforce crisis

It was an eventful year for workload and workforce policy influencing across the four nations, with the NHS England 10 Year Health Plan being published in England, and the 10 Year Workforce Plan due imminently on writing. There have also been significant opportunities to influence surrounding the Scottish and Welsh elections.

In England, we delivered significant work to influence the NHS 10 Year Plan, which was published in July 2025. It was positive that the plan included proposals to move more care from hospitals into the community and recommitted to significantly expand GP training. In October, we ran a campaign to encourage members to write to the Secretary of State regarding the upcoming 10 year workforce plan, which gained over 8,000 signatures.

RCGP Scotland unveiled its manifesto for the Scottish Parliament election in September 2025.' *General Practice: The Solution to the NHS Crisis*' set out seven key policy asks aimed at securing the future of general practice and enabling GPs to provide the highest quality care to patients. Two e-actions resulted in members sending over 1,400 emails to Scottish Parliament members and candidates in support of our manifesto. The SNP, now in minority government, committed to a GP Workforce Plan, promising to build substantially on the existing GP Recruitment & Retention Action Plan 2024-26.

In October 2025, RCGP Wales published their manifesto, *'How general practice can save the NHS'*. It included recommendations to deliver relationship-based care, build healthy communities and fund general practice to save the NHS. This was backed by members sending 677 emails to Senedd members. Among the successes of our pre-election lobbying was a commitment from Plaid Cymru, now in minority government, to add up to 100 more GPs to the workforce during their first term with a stated aim of 500 more in total over two terms and reduce the number of patients per GP towards the OECD average.

RCGP Northern Ireland launched a major GP engagement project to gather frontline insights on workforce and workload issues in February 2026. Through online and in-person engagements, as well as a survey, we heard from over 400 GPs. The findings are now informing our 2026–27 lobbying priorities and will underpin a forthcoming policy paper, *'Safeguarding General Practice in Northern Ireland'*, with workforce and workload at its core. The Northern Ireland Health Minister has also confirmed recruitment of a GP Lead within the Department of Health (NI) to support rollout of the neighbourhood model.

In November 2025 we published "The GP workforce gap: Survey evidence on GP employment'. This report revealed significant unmet patient need, that many GPs want to work more sessions, and that job-seeking GPs were struggling to find suitable vacancies. At the same time, many practice managers told us they wanted to employ more GPs to meet rising patient demand but are unable to do so because of funding constraints. This report gained media coverage and was shared widely with key stakeholders including DHSC, prompting discussions about the issues and solutions.

This was followed by the publication of 'Uncovering the GP workload burden: A study of the drivers and costs of 'unnecessary' and hidden workload' in December 2025. Conducted by Apollo Innovation and Here, the research estimated the average equivalent cost of hidden and avoidable workload could amount to £410 per GP per day in England.

Building on these findings, alongside wider evidence and analysis, we developed targeted recommendations for policymakers in England to tackle the GP workload crisis and safeguard the future sustainability of general practice. These were published in April 2026 in our new report – 'Tackling the GP workload crisis: From evidence to action on hidden and avoidable workload in general practice', which secured coverage in The Times.

In February 2026, we published a joint report with the Patients Association, *"It shouldn't be this hard – Solving the NHS maze for patients and GPs"*. This report brought together voices of patients and GPs to highlight the issues they face and a shared understanding of the changes needed to improve the system. We also launched a parliamentary petition, calling on the Government to co-design better NHS care pathways and to employ more GPs. The petition will be active until October 2026.

There were significant GP contract updates in England, Scotland and Wales. The Scottish GP contract included an increase of up to £531 million into general practice over the next three years to build GP capacity, alongside other commitments on interface issues.

In Wales, the Government agreed a multi-year settlement which guarantees a 5.8% recurrent funding uplift for the GMS contract from 2026-27, providing some financial certainty for practices to invest in workforce expansion, service redesign, and administrative support.

In England, the RCGP were included as official stakeholders in the consultation for the GP contract, but we made it clear it remains for the BMA to negotiate on the terms and conditions of the contract. We were able to feed into a number of issue such as tackling the workforce crisis in general practice, and the GP workforce reimbursement fund, but we argued changes to the contract need to go much further if the Government is going to meet its objectives.

2. Ensure the College is the Professional Home of General Practice

Strong and sustained progress has been made in strengthening the College's role as the professional home for GPs. Performance across all key indicators demonstrates not only improved engagement and growing member confidence, but also consistent and tangible delivery against strategic commitments. Collectively, these achievements reflect a more connected, responsive, and impactful College offering, increasingly aligned to the evolving needs of its membership.

- As of 31 March 2026, we have 56,930 members compared to 55,988 for the same period last year.
- The total number of new members joining since 1 April 2025 is 6,743 compared to 5,054 for the same period last year. There were 5,629 leavers in 2025/26 compared to 6,412 last year.
- As of 31 March 2026, we have 3,942 Fellows, up from 3,724 in the previous year.

Membership engagement and retention remained a key measure of success and stability. By March 2026, overall retention reached 92.5%, exceeding the strategic target of 92% and demonstrating sustained member loyalty during a period of significant pressure on the profession. This strong performance reflects the continued relevance of College services, support, and advocacy. Retention among First5 members reached 85.2%, just below the 86% target. However, this represents stable performance and continued improvement over the period, particularly in the context of early-career workforce pressures. It indicates that targeted engagement efforts with this group are having a positive impact, while also highlighting an ongoing opportunity to further strengthen support at this critical career transition stage.

Member perception of the College has improved markedly and is one of the standout successes of the past 12-months. Survey results not only met but exceeded all end-of-strategy targets. 57% of members identified the College as their professional home, representing a 10 percentage point increase since 2024 and a substantial uplift from the 2022 baseline. In parallel, 60% of members agreed that the College supports their clinical competence and professional confidence, an improvement of 12 percentage points. These results demonstrate a meaningful shift in how members experience and value the College, reflecting enhanced delivery of CPD, professional support, and member engagement activities.

Conferences and events

In 2025/26, we ran 860 events for our members, a 14% increase on the previous year. 240 of those events were fully sold out, 476 were held online and 373 held in person. Key achievements include:

- Delivering 20 free-to-member One Day Essentials conferences.
- Relaunching Minor Surgery Joint Injections courses across England.
- RCGP Annual Conference being held for the first time in Wales with over 1,800 delegates in attendance, with an NPS score of 37.5 (up from 11 in 2024), and a CSAT score of 84.1% (up from 73.7% in 2024).
- Hosting 14 Members Ceremonies across the UK. 4,787 tickets were registered in total including 72 fellows, 1,208 members and 3,507 guests. We achieved an average NPS of 50.9 and CSAT of 88.5% across the 14 events.
- Our Advocate Summit 2025 was attended by 265 College Advocates and representatives and achieved a CSAT score of 57% and NPS of 66.

England

In 2025/26, Faculties in England have delivered 320 events attracting over 16,000 registrations. 61% of these have been in person engagements and we have seen a large increase in 'Learn and Connect' provision with 72 of these CPD and networking events delivered this year. Spotlighted activities:

- Three Faculties – Midland; Leicester and Vale of Trent came together to host a Diversity Conference in Nottingham focusing on inclusivity in communication. The event was well attended by 90 attendees from around the UK and scored CSAT 96 and NPS 74 feedback scores.
- Piloted a '10 Year Health Plan' townhall event to bring together local leaders with GP practices to discuss implementation of neighbourhoods.
- Organised six family fun days across England attracting 250 attendees, to enable GPs to socialise in a family friendly setting, visiting local attractions.
- Piloted a peer support programme to support retention amongst established career GPs, which will be expanded into 2026.

Northern Ireland

Spotlighted activities:

- RCGPNI's second Rural Health Conference attracted 60 delegates from across rural healthcare and medical education. The Minister for Health delivered an address on the importance of healthcare in a rural community, and we were delighted to announce our new Student Rural Elective Travel Award.
- Delivered our third 'Thriving as a GP' member conference in March and the Essential Paediatrics for Primary Care Conference in December, welcoming over 260 members across both.
- RCGPNI presented 13 local awards, across seven categories, including First 5 bursaries, Chair's Award and the Robin Harland Award for excellence in teaching. RCGPNI's GP and Practice of the Year award also ran with a record number of submissions.

Scotland

47 learning, engagement and celebration events were held across Scotland. Spotlighted activities:

- Transformed the North Scotland Faculty Annual Lecture into the first Learn and Connect Conference (Aug 2025)
- Five faculty Meet and Connect events, including the first Your Professional Home branded networking event in Edinburgh City Centre (June 2025)
- Four 'Meet and Connect with your local Faculty' events aimed at ST1s (and their trainers) in Aberdeen, Dundee, Edinburgh, Glasgow (Aug and Sept 2025)

Wales

Spotlighted activities:

- We are delighted that South West Wales Faculty was recently announced the winner of the Vibrant Faculty Award (for smaller faculties) for their GP Career Development Day on 11 November 2025, attracting 81 early career GPs and GP residents.
- We worked with our EDI leads to host the first EDI conference in Wales focusing on topical issues such as neurodiversity, ADHD, transgender healthcare and unconscious bias. This was a collaboration event between South East and South West Wales Faculties and RCGP Wales CPD events. There were keynote speeches from Professor Kamila Hawthorne and Dr Rowena Christmas. This collaboration resulted in the receipt of the Vibrant Faculties Collaboration Award.
- A Wellbeing Webinar Series was launched on 26 March 2026 with 'From Burnout to Balance: Improving the health and wellbeing of GPs', hosted by Dr Sarah Ann Murphy from ROI Faculty.

Fellowship

This year we removed the application fee (£235), a key step in making Fellowship more accessible and inclusive. Alongside other improvements, this has contributed to a record year, with applications increasing by 44% compared to the previous year – demonstrating strong engagement with RCGP Fellowship.

Online Learning Environment (OLE)

The OLE has continued to grow and now has a total of 192,160 registered users – an increase of 5.8% from the previous year. The OLE was upgraded to the latest version of Moodle, providing a refreshed 'look and feel' and improved functionality on the homepage. This included the addition of the CPD catalogue, which enables users to filter resources by topic area, mode of delivery and duration. This aims to streamline the user experience on the site and ensure that users can find what they need faster. A 'Personal dashboard' page was also launched for our users, which highlights trending courses and includes a CPD tracker. It aims to provide members with a visual summary of their completed CPD.

The eLearning team has continued to work closely with colleagues across the College to ensure that learning provision remains aligned to member needs and organisational priorities. Through the CPD proposal process and the increased use of data and insight, the team is strengthening its ability to prioritise content development, enhance the quality of learning, and maximise the impact of its offer.

We have also introduced NPS and CSAT scoring systems across all recent podcasts and have added our CPD Reaction Tool to all new courses over 15 minutes.

Support for GP registrars has been a particular area of strength, with outcomes significantly exceeding expectations. Survey results show very strong engagement and perceived value among registrars. 64% of registrars reported that the College develops their clinical competence and professional confidence, while 57% identified the College as their professional home, both comfortably exceeding targets. These results highlight the effectiveness of a more targeted and structured approach to engaging GP registrars, as well as the growing strength of the College's offer to members at the start of their careers.

GP training

The number of GP registrars completing training between 1 April 2025 and 31 March 2026 was 3,999 (4,095 the previous year).

Combined Training (registrars combining previous medical training and experience with GP training) applications have decreased slightly, with 143 applications received from August 2025 starters (165 in 2024).

Portfolio Pathway (previously Certificate of Eligibility for GP Registrations (CEGPR)) applications (primarily for doctors from abroad wishing to work in the UK) increased slightly from **14** in 2024/25 to 19 in 2025/26. This increase is due to more Portfolio Pathway (Approved Programme) applications than in recent years.

MRCGP

To become licensed to practice as a GP in the UK, doctors must pass the College's MRCGP examination, comprising:

- The Applied Knowledge Test (AKT).
- The Simulated Consultation Assessment (SCA).
- Workplace-Based Assessment (WPBA).

In 2025/26, candidate numbers were:

- AKT: 6,256
- SCA: 6,086

Career support has expanded significantly, particularly through the development of support for GPs with Extended Roles (GPwERs). This work represents a significant step forward in supporting post-CCT career progression, diversification, and retention within the profession, ensuring that members are better supported to develop specialist interests alongside core general practice. Key achievements include:

- A standardised template and operating model for framework development has been established, providing a scalable and consistent approach to supporting portfolio careers. We published 3 topic-specific frameworks in 2025/26, CAHMS, Renal and Research, with Women's Health and Substance Misuse nearing completion.
- This year we published our 'jobs advice' toolkit to support members affected by the unemployment crisis, alongside a preparing for retirement hub.
- Alongside this, The GP+ Careers Podcast continues to thrive, now with over 10,000 listens.

Programme and Project Management Office (PMO)

The RCGP completed a second year's delivery as one of five delivery partners for the NHS England General Practice Improvement Programme (GPIP) in 2025/26. The RCGP provided on-site tailored quality improvement support to 121 practices over the past 12 months, across 15 ICB regions.

Through delivery of over 2,600 onsite visits by our team of expert quality improvement facilitators, the College has helped practices implement changes to move towards the model of modern general practice. This has supported practices to:

- Reduce avoidable appointments by an average of 5.1%
- Release over nine hours of clinical time per week
- Release over nine hours of admin time per week
- Reduce call wait times by up to 50%
- Increase online consultation usage by up to 61%
- Decrease abandoned calls by up to 52%.

Within the Project Management Office (PMO), we have seen increases in engagement and over 1,500 newly accredited practices across our programmes. These programmes are designed to upskill GPs and practice teams to provide tailored support to their patients depending on their own specific needs and circumstances. The PMO secured new contracts amounting to £958k that will enable the continued delivery of our programme of work over future years.

The Personalised Care Institute has now trained over 65,000 health and care professionals through its learning hub, around half of whom work in general practice multidisciplinary teams.

The PCI continued to deliver online CPD content with nearly 3,000 live attendees through its webinar series and conference.

Overall, priority two has continued to deliver strong and measurable outcomes over the past year, with the majority of targets met or exceeded. The College has strengthened its relevance, deepened its connection with members, and enhanced its offer across the full career lifecycle from training through to extended roles. While some areas, such as First5 retention and representation within governance, require continued focus, the overall trajectory is clearly positive. The progress achieved provides a strong foundation for the College to further embed its role as the professional home of general practice in the years ahead.

3. Reduce the increasing gap in health inequalities

The 2025/26 financial year has been a successful and active year in our work seeking to promote health equity across the UK.

We have developed four new learning resources to raise awareness amongst GPs and provide practical guidance on steps practices can take to tackle health inequalities of access and clinical outcomes and improve population health. These are:

1. An introduction breast cancer detection in black women eLearning module
2. A climate health equity eLearning module
3. A reducing health inequalities for patients with limited English eLearning module
4. The Fairer Practice toolkit.

The Fairer Practice toolkit is a flagship piece of work developed with significant leadership and contribution from the RCGP's Health Equity Special Interest Group (SIG). It is a practical, evidence-informed framework designed specifically for general practices committed to advancing health equity.

These new resources combined with ongoing communication with and promotion to members has seen high levels of engagement on health inequalities across the College. Our Health Inequalities eLearning Hub received a record 4,170 views in 2025/26 with the percentage of page views resulting in engagement hitting a high of 51% in quarter four.

We have also seen increased member network engagement, with the RCGP Health Equity SIG seeing progressive growth and engagement via the RCGP forum, and have developed a 'community of practice' to support practices in the implementation of the Fairer Practice toolkit which now has over 100 members. Members of the community receive regular blogs to keep them up to date with the developments and have the opportunity to participate in regular webinars to hear about others' experience of using the toolkit. We have also continued to engage with and support Deep End groups and projects across the UK.

This year, health equity has continued to be embedded within both the curriculum and assessment as a core component of our business as usual activity. This has strengthened the delivery of a credible, high stakes licensing examination and supported the preparation of GPs so they are better equipped to recognise and respond to variation in patient need, contributing to more equitable care. Health equity content within the curriculum, its integration within the MRCGP assessments (including the SCA and AKT) and patterns in candidate outcomes continue to be regularly reviewed. This has enabled ongoing refinement to ensure that both content and assessment remain relevant and reflective of the realities of contemporary general practice, including the need to address health inequalities in day to day clinical practice.

From a policy influencing perspective, building on our flagship health inequalities report launched in May 2024, we have continued to promote our key recommendations for action to help reduce health inequalities. As part of this we have partnered with key stakeholders to undertake 14 influencing activities this year including:

- Submitting a response to the DWP's green paper consultation, highlighting the health inequalities implications of welfare cuts.
- Highlighting health inequalities in key discussions with NHSE and DHSC regarding the 10 year health plan for England.
- Giving evidence to the Women and Equalities committee's inquiry into girls' and young women's reproductive rights, covering how to address racial and ethnic inequalities.
- Continuing to feed into the Core20PLUS Collaborative steering group.

This work has resulted in securing 13 key political commitments across the UK in 2025/26.

In October 2025, the UK Government announced a review of the Carr-Hill formula in England, something the College has long called for. We have fed into the early stages of the review, highlighting the need for a fairer means of distributing resources between practices, alongside an overall uplift in funding, and will continue to do so.

In Wales there has been significant national progress with the Welsh Government having committed to "reduce health inequalities by ensuring equality of access to the health and social care system to achieve equity of outcomes"; the Women's Health Plan for Wales committing to close the gender health gap; and Welsh Government launching a Marmot Nation approach and acknowledging the need for a cross-departmental strategy to tackle health inequalities.

In Scotland, the Government's Population Health Framework commits to improve Scottish life expectancy whilst reducing the life expectancy gap between the most deprived 20% of local areas at the national average by 2035, as well as committing to publish a Healthcare Inequalities Action Plan by 2027.

This year also saw the Northern Irish Health Minister make tackling health inequalities one of the key priorities for their tenure.

4. Respond to the climate emergency

Taking action at the RCGP

Recognising that the climate emergency is a health emergency, and the importance of embedding environmental sustainability across the organisation, the College has published an Environmental Sustainability Policy and set Net Zero targets that align with the NHS: net zero by 2040 for the emissions the College directly controls and 2045 for the emissions the RCGP can influence. Since the 2019-20 baseline year, carbon emissions for RCGP have fallen by up to 64%. For more details on RCGPs emissions, please see the Streamlined Energy and Carbon Reporting (SECR) section.

Supporting GPs and Practices

The Net Zero Hub contains three new eLearning modules (climate health equity, environmental benefits of social prescribing and plant-based diets), a podcast, practical toolkits and a decarbonisation guide. This year there has been 728 eLearning course completions and 4,859 unique users of the Hub.

The Green Impact for Health (GIFH) Toolkit provides advice and practical steps for practices to enhance sustainability, delivered by Students Organising for Sustainability (SOS-UK) and now managed by Greener Practice CIC. 1,901 practice teams (4,000 users) are registered onto the toolkit, with over 16,000 actions completed in 2025. 146 practice teams received an award through the toolkit. RCGP Wales continues to be a member of Public Health Wales' Greener Primary Care Wales Expert Group.

Regulatory approval for the updated RCGP curriculum was secured, and the revised curriculum launched in August 2025. Environmental sustainability is now explicitly embedded within the curriculum capabilities: the former Community Orientation capability has been renamed Community Health and Environmental Sustainability, and Promoting population and planetary health is included as a learning outcome. Climate change and wider environmental determinants of health are covered in greater depth through a dedicated Population and Planetary Health Topic Guide and their integration into other Topic Guides, such as Allergy and Clinical Immunology. New Supercondensed Curriculum Guides have been launched to support educational conversations in training and to help identify learning needs for ongoing professional development.

The Faculty Climate and Sustainability Leads are a well-established group, with 28 of the 31 Faculties having appointed a lead(s). Six events have been hosted by Leads with 379 registrations, including a national webinar on the curriculum changes linked to planetary health and local in-person events aimed at connecting with nature. 44 places have also been funded for the Centre for Sustainable Healthcare course.

RCGP Cymru Wales have introduced the following protocols as part of the CPD development programme: offer webinars instead of in person events wherever reasonable and conducive to learning; look at city centre locations to encourage people to use public transport to get to the event; using venues which have sustainable food options; and using QR codes instead of print outs.

Policy Influencing Strategy and Green Prescribing

The College has incorporated clear policy asks to support general practice to improve the energy efficiency of its estates and implement climate adaptation strategies. Insights from FOI requests and the GP Voice Survey informed an advocacy campaign to convince national decision makers (DECC) to support primary care to adapt to the climate emergency and reduce its carbon footprint derived from physical estates. Professor Victoria Tzortziou Brown, wrote to the Secretary of State for Energy Security and Net Zero, Ed Miliband MP, highlighting College research and polling on the decarbonisation of GP estates and requesting a meeting to discuss future steps to improve GP practices' access to existing support schemes to cut carbon emissions, including through the GB Energy investment model. Alongside this, the campaigns and public affairs team supported MPs to raise the matter in the UK Parliament.

Part of the RCGP Cymru Wales Manifesto, which was launched in October 2025 at the RCGP Annual Conference in Newport, focused on Building Healthy Communities. It called for health to be a more prominent feature in the planning process when building new surgeries, advising that this should include consideration of air quality, space to exercise safely, and attractive active travel options.

To promote our first planetary health policy report 'Towards greener prescribing in general practice', in June 2025 we held an engagement session with ICB sustainability leads to discuss greener prescribing, addressing polypharmacy and deprescribing, and how the RCGP can help support GPs to make sustainable prescribing more accessible.

The College has established recommendations from a structured medicines review in collaboration with the Medicines Optimisation Special Interest Group. Its purpose was to reinforce GP leadership in medicines optimisation and call for the support and resources needed to deliver safe, person-centred and sustainable prescribing across the NHS.

RCGP Scotland published a manifesto for health and climate for the Scottish Parliament election 2026 in collaboration with the Royal Pharmaceutical Society, focusing on sustainable prescribing actions. In March 2026, the organisations co-hosted a roundtable in the Scottish Parliament to discuss embedding sustainability into healthcare.

In May 2026, RCGP Scotland's Climate and Sustainability Clinical Lead, featured on the RCGP Scotland podcast 'Generally Speaking', sharing her thoughts on how GPs can and should get involved in the sustainability movement. Dr Hawkins sits on the Scottish Government Sustainable Prescribing Group, which aims to develop and embed environmentally sustainable and effective prescribing practices to improve the health of our population and planet. This group will also engage with the development of a refreshed NHS Scotland Climate Emergency and Sustainability Strategy.

RCGP have supported campaigns such as Clean Air Day which is working to enhance public understanding and action on air pollution. Linked to this, the College also called for urgent action to reduce air pollution levels after statistics revealed that the number of asthma attacks being treated in general practice had increased 45% in a year.

Represented on the Council and its Executive, RCGP is an active member of the UK Health Alliance on Climate Change, an organisation which co-ordinates action to mitigate and adapt to climate change and provides leadership to amplify the voices of leading health organisations. We joined other health leaders in writing to the then Secretary of State for Health and Social Care to stress the risks new oil and gas fields pose to human health.

Environmental Social Governance

Streamlined Energy and Carbon Reporting (SECR)

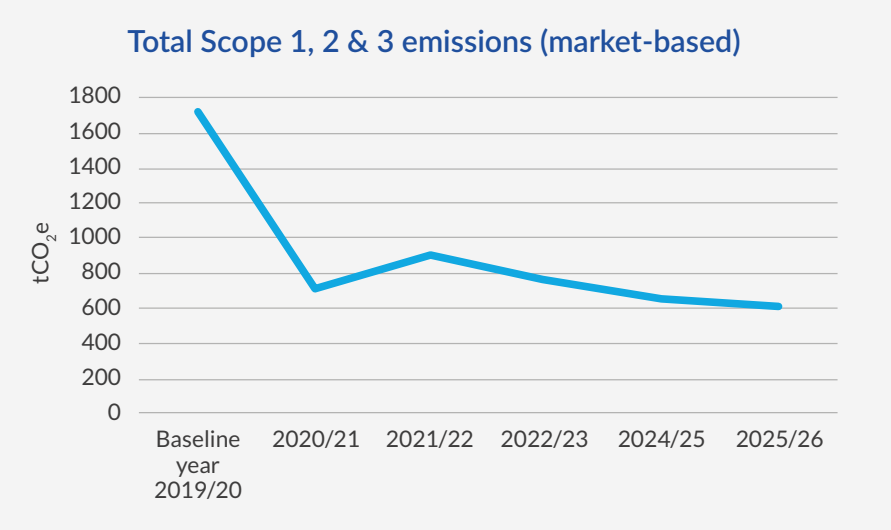
RCGP is not required to report under The Companies (Director's Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulation 2018 (the 2018 Regulations). However, the college chooses to generate this report on a voluntary basis and has aligned itself with the minimum reporting requirements.

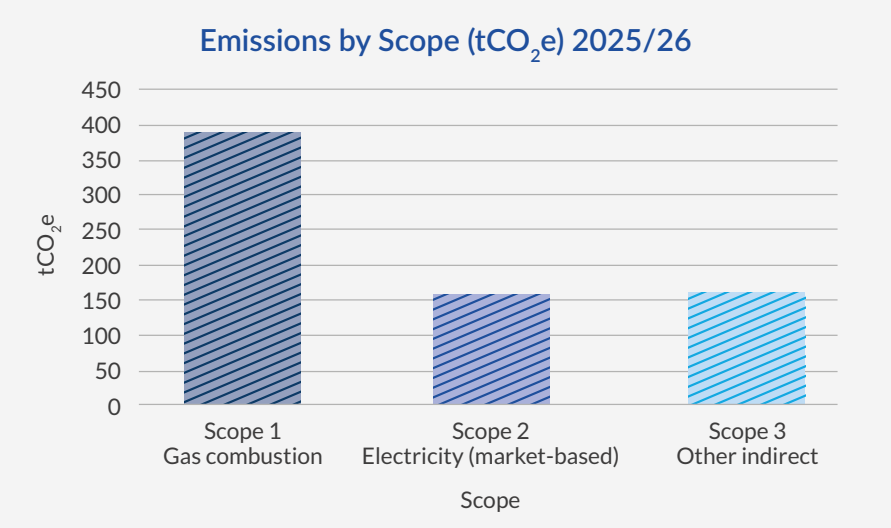
Greenhouse gas emissions and energy consumption data are shown in the table below, comparing the current reporting year (2025/26) with the previous year and the baseline year (2019/20):

UK Greenhouse gas emissions and energy use data for the period 1 April 2025 to 31 March 2026	**Current reporting year 2025/26**	**Comparison reporting year 2024/2025**	**Baseline Year 2019/2020**
Scope 1 Direct GHG emissions			
Gas combustion /tCO_2e	392.18	388.79	557.39
F-Gas losses	0	0	0
Scope 2 Energy indirect emissions			
Purchased electricity /tCO_2e (location-based)	158.90	193.01	342.07
Purchased electricity /tCO_2e (market-based)	9.28	10.86	–
Total gross Scope 1 & Scope 2 emissions /tCO_2e (location-based)	**551.08**	**581.80**	**899.46**
Total gross Scope 1 & Scope 2 emissions /tCO_2e (market-based)	**401.46**	**399.65**	**899.46**
Energy consumption used to calculate above emissions /kWh	**3,042,062**	**3,066,987**	**4,372,699**
Scope 3 Other indirect emissions			
Business travel – rental cars or employee-owned vehicles	41.62	45.44	18.68
Scope 3 Other indirect emissions (optional reporting)			
Business travel – flights	20.37	77.66	681.25
Business travel – train	25.70	19.88	94.57
Hotels	4.23	8.48	18.10
Homeworking	119.04	103.66	–
Total Scope 1, 2 & 3 emissions (location-based)	**762.04**	**836.90**	**1728.99**
Total Scope 1, 2 & 3 emissions (market-based)	**612.42**	**654.76**	**1728.99**
Intensity ratio tCO_2e (gross Scope 1 + 2)/ FTE	**1.85**	**2.01**	**3.81**
Water			
Water (supplied) / m^2	11,413.65	10,492.14	16,094.02
Waste			
Recycled / tonnes	14.35	32.04	–
Incinerated with energy recovery / tonnes	18.30	34.97	–
Food waste – anaerobic digester / tonnes	16.09	32.04	–

During the reporting year of 2025/26, RCGP saw sustained Scope 1 emissions, which includes gas consumption for both the London headquarters and other tenanted properties across the country. Emissions from gas consumption increased by <1% remaining similar to 2024/25 but reflecting a 30% decrease since baseline (2019-2020). This small increase can be attributed to smart metering, BMS optimisation and proactive energy management at 30 Euston Square.

Across all properties, Scope 2 emissions reduced by 5% against baseline. Electricity consumption at 30 Euston Square in 2025-26 saw a 5% reduction against 2024-25 and total regional energy consumption has decreased significantly since the 2019-20 baseline, reflecting rationalisation of the office estate from 21 to six locations. Direct meter readings are now collected from Belfast, improving data accuracy.





Scope 3 emissions include emissions that are a consequence of RCGP's actions, where the source is not owned or controlled. RCGP have been collecting data for emissions generated from business travel, business hotel stays, waste and homeworking.

RCGP has surpassed its target for a 75% reduction in emissions from short haul flights on College business by 2026, compared to the 2019-20 baseline, with a 97% reduction in emissions from flights on college business.

RCGP also had a target for a 50% reduction in emissions arising from non-air travel by 2026, compared to the 2019-20 baseline. Emissions from train travel fell by 73%, but business car mileage increased by 123%, largely attributable to being a delivery partner for NHS England's General Practice Improvement programme.

Water consumption has increased slightly this year but remains well below the 2019-20 baseline.

Total reported waste for 30 Euston Square in 2025-26 was 48.74 tonnes, but this is reflective of the waste contractor not collecting complete data for the first five months of the financial year.

Methodology

All emissions have been calculated in accordance with the GHG Protocol Corporate Standard and the UK Government's Environmental Reporting Guidelines (2019). DEFRA/BEIS 2025 conversion factors are used throughout unless otherwise stated.

Energy consumption data for 30 Euston Square is obtained from utilities invoices and the bill validation contractor. Renewable Energy Guarantees of Origin (REGOs) through EDF's 'Renewable for Business 100%' tariff are purchased for 30 Euston Square. This is presented using a "market-based" approach, alongside the "location-based" reporting approach (UK grid average). Regional office consumption is estimated using CIBSE Guide F benchmarks (85 kWh/m² for gas; 151 kWh/m² for electricity) where direct utility bills are not available. Regional office electricity is reported on a location-based basis only.

Water consumption data for 30 Euston Square is obtained from monthly invoices and meter readings. Regional office water consumption is estimated using CIRIA benchmarks (0.6 m^3/m^2/year for typical office use). Waste tonnage data is provided by the waste contractor.

Business travel by car is calculated from the staff mileage claims system for an average car with unknown fuel type. Data regarding business travel via air, train, and also hotel stays are gathered from the travel management system. Homeworking is estimated using full-time equivalent working hours at home.

The intensity ratio is calculated as gross Scope 1 and 2 emissions (tCO_2e) per FTE employee. This metric is consistent with guidance from Crowe and prior RCGP reports, reflecting that emissions within the charity sector are more closely linked to staff numbers than to turnover or production.

Equality, Diversity and Inclusion

As part of our ongoing commitment to Equality, Diversity, and Inclusion, we have captured insights and reflections from our EDI steering group members on our progress, drawing from experiences and lessons learned.

A huge amount of work has happened since the last reporting period, with updates shared quarterly with the EDI Advisory Group. This group continues to bring together members and colleagues to make their voices heard, share ideas and good practices and input into key developments.

The EDI objectives set out and launched in 2024 continue to underpin our current EDI action plans, and we will be refreshing our plans in 2026 alongside work on strategic planning.

The EDI plan has had a positive and visible impact, helping to broaden participation, shift culture, and create a more welcoming environment across the College. Significant progress has been made, but we remain committed to building on these achievements. Continued, meaningful efforts are underway to ensure these positive gains are not only sustained but fully embedded across the organisation.

Objective 1: Tackling discrimination

Over the past year, significant efforts have been made to advance our EDI agenda. The internal facing EDI Newsletter was launched to share learning, encourage meaningful conversations, and facilitate the sharing of lived experiences, providing colleagues with opportunities to get involved and express their perspectives. This has become an important channel for promoting awareness and engagement across the organisation, with positive feedback received from colleagues.

The Bullying and Harassment Policy was actively promoted to all staff, ensuring that everyone is aware of the standards of behaviour expected and the support mechanisms available. To further support a culture of openness, a anonymous process for colleagues to report incidents of bullying, harassment, and discrimination was introduced in July. Additionally, the essential e-learning module, Preventing Sexual Harassment in the Workplace, was launched, with completion required by colleagues by November 2025 and a requirement for all new colleagues to complete it moving forward. Updates have been shared with our Diversity Champions Community, Heads of Group, and the Colleague Network Community, helping to maintain momentum and visibility for these initiatives.

A toolkit for completing Equality Impact Assessments is currently being tested to ensure it is useful and supportive for colleagues. This includes the development of a decision tool and an online screening tool, providing practical resources to ensure that EDI considerations are embedded in all aspects of our organisational planning and decision-making.

With a focus on developing our Diversity Champions, an interactive away day was held to foster learning and joint planning, share lived experience, strengthen team unity, and equip champions to further advance EDI initiatives. Feedback from the team indicated that the event was hugely valued, promoting a sense of shared purpose and refreshed enthusiasm for driving positive change across the organisation.

Objective 2: Leadership and continuous learning

The Nominations Committee has revised its approach to make eligibility criteria clearer and encourage a broader range of candidates to get involved. To boost visibility and engagement, role opportunities have been widely promoted through coordinated marketing efforts, including targeted communications and digital campaigns across faculties. As part of this we have partnered with the membership department to tailor messaging and identify potential candidates, resulting in a more inclusive recruitment process and stronger representation across the college.

All officer roles have transitioned to formal employment positions, now providing standardised pay, full legal rights, and protections. This change promotes fairness, transparency, and security, making these roles more appealing to GPs from diverse professional backgrounds, regardless of their current work arrangements.

Transparency around officer roles is now at its highest level. The pathway to becoming an officer is clearly defined and widely communicated, helping members understand how to get involved. Standardised and openly shared pay structures ensure fairness and clarity, fostering greater trust and engagement across the membership.

In terms of colleague learning, our learning programme has a focus on behavioural elements related to inclusive practice and belonging. These themes include confidence, conversation-based practice, building relationships and belonging.

The first cohort of our women's development programme with Upfront Bonds has concluded, with 60 colleagues participating. Early feedback from the provider shows that the programme was well received and impactful for most participants. The second cohort is scheduled to run in June 2026. In summer 2025, over 150 colleagues attended a breakout session at colleague conference on 'Belonging and Inclusion'. This was well received and, following requests, this is being adapted currently into a recorded version so that all colleagues have access to this.

RCGP Annual Conference 2025 sessions under the EDI and Health Inequalities streams included: 'Bridging the gaps in health equity', 'Ageism', 'Effective consultations for gender identity and sexuality', Transforming NHS cancer screening engagement', 'Chronic disease management of asylum seekers' and 'The power of debate to promote meaningful inclusion. One Day Essentials conferences have also been held covering Learning Disabilities, Neurodevelopmental Health, a EWS webinar on 'Managing Long COVID in primary care' and a two-day conference on 'Managing Addictions in Primary Care'.

In examinations, we have strengthened collaboration with member-facing SIGs, representing about one third of College members who are GP Registrars, by meeting with representatives from the neurodiversity and IMG groups. The team are now working with the EDI parents/carers Community, with an initial focus on reviewing candidate communications. We are also in the process of recruiting a Senior Manager for Equity and Accessibility to further enhance the team's capabilities. The AKT exam was recently reduced to 160 minutes and 160 questions, easing cognitive fatigue and reading load for all candidates. These changes also enable both morning and afternoon sessions for those requiring extra time, improving accessibility and inclusivity.

Election paperwork and eligibility requirements were seen as intimidating and exclusionary, especially for less experienced members. We simplified documents and made eligibility criteria lighter, making participation easier and reducing administrative barriers.

Objective 3: Transparency and information sharing

Member EDI Events, Faculty Lead meetings, and the EDI Advisory Group have strengthened communication between members and the college, offering a platform to share ideas and influence EDI planning. The newly established Cross-College Event Planning Group meets quarterly to coordinate awareness initiatives, provide clarity, and prevent future calendar conflicts. We now produce an annual member insights report, which contains a comprehensive breakdown of member demographics, including EDI characteristics.

The colleague survey addresses harassment, discrimination, and gathers demographic data to better understand our workforce and their experiences. We have launched and continue to develop several EDI Community groups, such as the Carer and Parent Community, the Women's Community, the Neurodivergent Community, and the well-established Menopause Community.

We have introduced an EDI calendar and activity planner to celebrate and embrace the rich diversity within our colleague community. This ensures our events and initiatives represent a broad spectrum of backgrounds and perspectives. Our Diversity Champions play a vital role in guiding, supporting, and championing the delivery of impactful and inclusive activities throughout the year. The EDI Hub is currently undergoing a review and refresh to better communicate our broader EDI initiatives. This work will align with the upcoming refresh of our EDI plan.

Objective 4: Awareness and understanding

Diversity Champion training took place in June 2025 and successfully featured Active Bystander and Authentic Allyship sessions. Additionally, a well-received session in July focused on Neurodiversity insights and awareness.

We held a number of internal events as identified in our new EDI calendar, including a very successful 'Celebrating Black History Month through food' at 30ES event in October. In November we marked Remembrance Day with a session featuring the College veteran clinical champion who shared insights from her experience and provided an update on the latest developments in our Veteran-Friendly GP Practice Accreditation Programme. In March, we united members and colleagues for our inaugural event, featuring an inspiring external speaker who led an engaging chat session for International Women's Day.

A review of our rewards and recognition framework was conducted in late 2025 and early 2026, involving engagement with a range of stakeholder groups such as diversity champions, CNC, and heads of department. Based on their feedback, we amended the framework. Awards are now aligned with organisational values, the pool of nominators for member service has been expanded, and a new award was introduced to recognise local and regional achievements.

RCGP Wales held their first EDI conference on 5th September 2025. Keynote speeches were delivered by Professor Kamila Hawthorne and Dr Rowena Christmas. Presentations were also delivered by a local charity, Inclusion.

The Diversity Conference in March 2026 brought together expert speakers and was a resounding success. Plans are underway to host the event again next year in a new region.

We appointed an IMG Clinical Lead, and 25 out of 31 Faculties now have at least one IMG lead in post. Additionally, a newly established IMG SIG, chaired by the Faculty IMG Lead, utilises virtual sessions and an active WhatsApp group.

Delivering an IMG ST1 induction event has become standard practice. These events consistently achieve high attendance and delegate satisfaction. They also signpost and promote local and regional events across the UK, both online and in person.

We have continued to hold CQC to account through our wider influencing work, particularly in response to the concerns raised by our membership, including those from ethnic minority backgrounds. Alongside this, we have also strengthened our wider media and press engagement on health inequalities, helping to raise the profile of these issues and ensure they remain part of the national conversation. As part of this work, we convened our first Health Inequalities Summit at the RCGP, bringing together a range of perspectives to explore how inequalities are experienced across primary care and how they might be addressed.

Gender Pay Gap

We collected our gender pay data on the snapshot date of 5 April 2025. The data shows a median gender pay gap of 14.1%, and a mean gender pay gap of 22.4%. Our mean bonus gender pay gap is 28.1% and median bonus gender pay gap is 8.9%.

The median gender pay gap for the whole economy (according to the October 2025 ONS ASHE figures) is 12.8%. The College's median figure is higher than the national average by 1.3%.

Living Wage Employer

We ensure that all of our suppliers that have staff working on our sites are contractually obligated to pay, as a minimum, the national living wage, and, in London, the London Living Wage.

Modern Slavery Statement

We have published our statement which includes information of our work on safeguarding.

Our Governance

This Governance Statement sets out the governance, risk management and internal control arrangements for the Royal College of General Practitioners. It applies to the financial year 1 April 2025 to 31 March 2026 and includes key areas of best practice as identified in the Charity Governance Code 2020 and Corporate Governance Code 2024.

The Constitution of the College

The Royal College of General Practitioners was founded in 1952 and granted a Royal Charter in 1972. It is a Chartered Corporation and a registered charity, administered in accordance with its Royal Charter, Ordinances and Byelaws.

The Charter, Ordinances and Byelaws of the College are the governing instruments of the College. The Trustees are responsible for ensuring that College is run is in accordance with those instruments and that the College's strategy furthers the College's charitable objectives.

Governance structure

RCGP Trustee Board

There are twelve college trustees who collectively form the Trustee Board. It is the College's Governing Body responsible for the management, financial health and governance of the College. It sets the organisational strategy and provides oversight of its delivery. It met five times in the 2025-2026 year.

The Trustee Board Chair and four Member Trustees are elected by the College's Council members via ballot. There are three Council Officers appointed *ex officio* to the Trustee Board following election by Council members. The three posts are the Chair of Council, the Vice Chair Finance and Member Value and the Vice Chair Member Standards.

There are four Independent Trustees who are appointed by a panel of the Nominations Committee. Their appointment is based on their expertise and experience sought through open public advertisement, short listing and interview by a panel. These appointments are approved by Trustee Board based on the recommendation of the Nominations Committee and ratified by resolution of Council.

The Chair of the Audit and Risk Committee is an independent, subject matter expert. The post holder attends the Trustee Board as an observer to report and advise the Board on audit and risk matters.

The Chief Executive Officer and Executive Directors also attend the Trustee Board as observers.

RCGP Council

Council is responsible for shaping College's strategic policy policies for the GP profession, general practice and professional standards and development. It meets four times a year.

In the year ending 31 March 2026, Council discussed the following key policy items and motions:

- Clinical Policy: Preventative Medicine
- Hidden GP Workload Policy
- Workload Findings and Policy Recommendations
- Developing Reference Ranges for GP-Patient Ratios
- Data In General Practice
- Neighbourhood Health Services 10 Year Plan
- The Role of Primary Care in Highlighting Smartphone Risks for Children and Adolescents: A Safeguarding Imperative
- The Use of AI in General Practice
- GP Mandatory Training
- Role of GP in Palliative and End of Life Care
- Alignment of Structured Learning Placements with RCGP Training Standards

Council also discussed and approved a set of priorities to steer its efforts over the next three years as follows:

1. Defining and promoting general practice's role within the evolving health system
2. Sustainable and rewarding GP careers
3. Smarter digitally and AI-enabled practice, and data security
4. Fair and sustainable healthcare

The RCGP has been unique amongst the medical Royal Colleges in having both a President and a Chair of Council. In this model, the Chair of Council is the lead Officer and has responsibility for representing the RCGP at the highest levels with government and other national bodies. They are elected by Council via ballot and serve a single three-year term of office.

The President is a ceremonial figurehead. They are an ex-officio member of Council with voting rights. The President is an elected position by ballot of the whole membership and serves a single two-year term.

The Privy Council has approved changes to this model agreed by members at the 2024 Annual General Meeting. The Chair of Council is being retitled to President of Council and will continue to be elected by Council members. The current President role will be retitled Provost and elected by all College members.

There are four additional Officers of Council elected by Council via ballot. RCGP Council comprises Officers, Chairs of the Devolved Nation Councils, 18 nationally elected representatives, representatives of the 32 RCGP Faculties and Chairs of College Networks.

Council has several standing observers as detailed further below who may speak at Council but do not have voting rights.

The national councils in Scotland, Wales and Northern Ireland act as formal committees of the College and feed their nationspecific insight directly into Council. They each meet four times a year, with their meetings held immediately before UK Council, ensuring devolved priorities, risks and perspectives are reflected in UKwide decisionmaking. Alongside this governance role, the national councils also lead work on local issues, shaping policy, member support and programmes tailored to the needs of GPs within their own health systems.

Executive Management Team

The Executive Management Team (EMT) has responsibility for the operational management of College. It comprises the Chief Executive Officer and four Executive Directors. During the current year, the Chief Executive Officer and an Executive Director have resigned, and one Executive director has retired. All posts have been filled following successful recruitment campaigns. This includes a third Executive Director post which became vacant when the individual was appointed the new Chief Executive Officer. There have been strong business continuity arrangements in place through interim appointments. The EMT meets weekly throughout the year.

Officer and Executive Group

Each month Council Officers, Devolved Council Chairs and the Executive Management Team meet to co-ordinate the operational delivery of College's strategic priorities.

Our People

Trustee Board

Trustee Board held four scheduled meetings and one additional meeting during the year. The below table shows the number of meetings attended by each Trustee.

Prof Mike Holmes FRCGP	Chair of Trustees	5 out of 5
Professor Kamila Hawthorne MBE FRCGP (until 27 November 2025)	Chair of Council *(ex officio* Trustee)	4 out of 4
Professor Victoria Tzortziou Brown OBE FRCGP (from 28 November 2025)		1 out of 2
Dr Thomas Patel Campbell FRCGP	Vice Chair of Council Finance and Member Value *(ex officio* Trustee)	5 out of 5
Dr Michael Mulholland FRGCP (until 27 November 2025)	Honorary Secretary *(ex officio* Trustee)	3 out of 3
Dr Jamie Hynes FRCGP (from 28 November 2025)	Vice Chair of Council Member Standards	2 out of 2
Maria Coulson (until 28 November 2025)	Independent Trustee	3 out of 3
Chris Lake	Independent Trustee *Senior Independent Trustee*	4 out of 5
Vicky Sandry	Independent Trustee	5 out of 5
Ian Wilson	Independent Trustee	5 out of 5
Dr Waqar Ahmed MRCGP	Member Trustee	4 out of 5
Dr Sonali Kinra MRCGP (until 28 November 2025)	Member Trustee	2 out of 2
Dr Onyinye Okonkwo FRCGP	Member Trustee	4 out of 4
Dr Heather Ryan FRCGP	Member Trustee	4 out of 5
Dr Kirsty Alexander MRCGP (from 28 November 2025)	Member Trustee	2 out of 2

Council Officers

Council met four times during the year. The attendance of Officers is shown below.

Chair of Council (retitled to President from 13 April 2026)	Professor Kamila Hawthorne MBE FRCGP (Until 27 November 2025) Professor Victoria Tzortziou-Brown OBE FRCGP (from 28 November 2025)	4 out of 4
President (retitled to Provost from 13 April 2026)	Dr Richard Vautrey FRCGP (Until 27 November 2025) Professor Sir Sam Everington FRCGP (from 28 November 2025)	4 out of 4
Vice-Chair of Council (External Affairs)	Professor Victoria Tzortziou-Brown OBE FRCGP (Until 27 November 2025)	4 out of 4
Vice-Chair of Council (Policy)	Dr Munro Stewart FRCGP (from 28 November 2025)	
Vice-Chair of Council Professional Standards, Training and Development	Dr Margaret Ikpoh FRCGP	4 out of 4
Honorary Secretary	Dr Michael Mulholland FRCGP (Until 27 November 2025)	4 out of 4
Vice Chair of Council Member Standards	Dr Jamie Hynes FRCGP (From 28 November 2025)	
Vice Chair of Council Finance and Member Value	Dr Thomas Patel Campbell FRCGP	2 out of 2

Chairs of Devolved Nation Councils

Chair of RCGP Northern Ireland	Dr Ursula Mason FRCGP	4 out of 4
Chair of RCGP Scotland	Dr Chris Provan FRCGP	4 out of 4
Chair of RCGP Wales	Dr Rowena Christmas FRCGP	4 out of 4

Council Members

Members of Trustee Board (ex offocio Council member as per Byelaw 33(6))

Chair of Trustee Board	Prof Mike Holmes FRCGP
Member Trustee	Dr Kirsty Alexander MRCGP (from 29 November 2025) Dr Waqar Ahmed MRCGP Dr Heather Ryan FRCGP Dr Onyinye Okonkwo FRCGP Dr Sonali Kinra FRCGP (until 29 November 2025)

Nationally elected members

Dr Alice Hodkinson MRCGP (from 5 November 2025)
Dr Amrita Sen Mukherjee FRCGP (from 5 November 2025)
Professor Aneez Esmail MRCGP (from 11 November 2023)
Dr Azza Elghonaimy MRCGP (from 11 November 2023)
Dr Chaand Nagpaul CBE FRCGP (from 19 November 2023)
Dr Cheska Ball MRCGP (from November 2025)
Dr Deepthi Lavu MRCGP (from November 2025)
Dr Dominic Patterson FRCGP (from 5 November 2025)
Dr Emma Wong MRCGP (from 11 November 2023)
Dr Maisun Elftise FRCGP (from 30 November 2024)
Dr Margaret McCartney MRCGP (from 30 November 2024)
Dr Mona Sidhu FRCGP (from 5 November 2025)
Dr Nicholas Brown FRCGP (from 8 March 2024)
Dr Robert Laurenson MRCGP (from 30 November 2024)
Dr Selvaseelan Selvarajah FRCGP (from 11 November 2023)
Dr Susi Caesar FRCGP
Dr Udupi Adam Tanvir Alam FRCGP (from 5 November 2025)
Dr Uwadiae Ima-Edomwonyi FRCGP

Faculty Representatives

Dr Frances Cranfield FRCGP	Bedford & Hertfordshire
Dr Ebele Dunkwu MRCGP (from November 2024	Cumbria
Dr Serge Engamba FRCGP	East Anglia
Dr Anna Podlasek MRCGP	East of Scotland
Dr Anita Pereira FRCGP	Essex
Dr Laura Douglas MRCGP	Humber and the Ridings
Dr Saqib Anwar FRCGP	Leicester
Dr Jonathan Griffiths FRCGP	Mersey
Dr Aysha Naz MRCGP Dr Aaliya Goyal FRCGP	Midland *(with additional member >5%)*
Dr Nilesh Bharakhada MRCGP	North & West London
Dr Lily Lamb FRCGP	North East England
Dr Anwar Khan FRCGP (from November 2024)	North East London
Dr Douglas Naismith MRCGP (from March 2025)	North East Scotland
Dr Chris Williams MRCGP	North of Scotland
Dr Selena Harris FRCGP	North Wales
Dr Ben Addlestone MRCGP Dr Bushra Kamal MRCGP	North West England *(with additional member >5%)*
Dr Rebecca McGinley (from November 2025)	Northern Ireland
Dr Ide Delargy FRCGP	RoI
Dr Holly Hardy FRCGP (from November 2025)	Severn
Dr Sian Tucker MRCGP	South East Scotland
Dr Kate Neden FRCGP (shared) Dr Shamarah Mathurin-Charles (shared)	South East Thames
Dr Isolde Shore-Nye MRCGP	South East Wales
Dr Yasmin Rahman MRCGP	South London
Dr Jaspreet Dhillon FRCGP	South West Thames
Dr Will Mackintosh FRCGP	South West Wales
Dr Mohana Ratnapalan MRCGP	South Yorkshire and North Trent
Dr Nick Hodges FRCGP	Tamar
Dr Shamila Wanninayake MRCGP	Thames Valley

Dr Markus Bicknell FRCGP	Vale of Trent
Dr Johnny Lyon Maris FRCGP	Wessex
Dr Michael Blackmore FRCGP	West of Scotland
Professor Vijay Kumar MRCGP	Yorkshire

Additional members

Chair – Committee on Medical Ethics (Byelaw 40 member)	Dr John Spicer FRCGP
Chair – GP Registrar Network	Dr Tom France and Dr Molly Dineen (Co-chairs from November 2025)
Deputy Chair – GP Registrar Network	Dr Alexandra Abel and Dr Eman Shamsaee (From November 2025)
Chair – First 5 Network	Dr Toyosi Adeniji MRCGP

Council Observers

Rachel Viggars	Allied Health Professionals representative
Professor Gary Abel	Society for Academic Primary Care (SAPC)
Professor Rich Withnall FRCGP	RCGP Chief Examiner
Caroline Rodgers Samuel Parker	British Medical Association General Practitioners Committee (BMA GPC)
Dr Chandra Kanneganti MRCGP Dr Sanjiv Sinha MRCGP	British International Doctors Association (BIDA) representative (Job Share)
Dr Euan Lawson FRCGP	Editor of the British Journal of General Practice (BJGP)
Dr Fiona Sellens	Committee of General Practice Education Directors (COGPED) representative
Surgeon Captain Dr Kate King FRCGP	Joint Armed Forces representative
Brenda Allan (from November 2024)	RCGP PCPG Chair

Executive Management Team

Chief Executive Officer (until 11 July 2025)	Chris Askew OBE
Interim Chief Executive Officer (from 12 July 2025 until 31 August 2025)	Mark Thomas
Chief Executive Officer (from 01 September 2025)	Mark Thomas
Executive Director of Policy and Communications (until 11 July 2025)	Mark Thomas
Interim Executive Director Policy and Communications (from 12 July 2025)	Mike Browne
Executive Director of Education (until 19 September 2025)	Fiona Erasmus
Interim Executive Director Education (from 22 September 2025 until 3 January 2026)	Liz Hoar
Executive Director of Education (from 6 January 2026)	Teena Chowdhury
Executive Director Corporate Services (from 24 February 2025 until 15 May 2026)	Calum Mercer
Interim Executive Director Corporate Services (from 16 April 2026)	Moray Mc Connachie
Executive Director Membership Development	Ben Clacy

Trustee Board

Attendance

When Trustees were not able to attend meetings, they received and reviewed the relevant meeting papers. Where they had comments or concerns on the matters to be discussed, they provided these to the Chair of Trustees or the governance team in advance of the meeting. The Chair of Trustees engaged with Trustees between Board meetings to discuss business and strategic issues. Trustees meet, without the Executive Directors being present, at the end of every scheduled Board meeting. Comprehensive Board and Committee papers, comprising an agenda and formal reports and briefing papers are sent to Trustees in advance of each meeting. Trustees are also updated with written and verbal reports, from senior executives and external advisers during the meeting.

Matters considered

Each of the scheduled meetings includes a wide-ranging management report from the Chief Executive Officer and reports from the Assistant Director Finance on the College's financial performance. Reports from the Committees and updates on major projects were also provided at each Board meeting.

Conflicts of interest

The College has a Declarations of Interests Policy, published through the website, which all Trustees and members of Trustee Board committees, must adhere to. Trustees' Declarations of Interests Forms are published online via the College website. The College has processes set out in the policy to manage and/or mitigate any actual or potential conflicts of interests.

Board development

Trustees undertake a regular programme of board development including annual appraisals (and, in the case of the Chair of Trustee Board, a 360 degree feedback exercise), ongoing group and individual training opportunities, and pre board workshops.

Annual board away day

Trustees and members of the Executive Management Team (EMT) participant in an annual, off-site, two day strategy and board development 'away day'.

Trustee Board Committees

There are five committees with specific responsibility to the Trustee Board to support the collective decision making on the management and administration of the College.

Audit and Risk Committee

Purpose: Responsible for ensuring that there is a framework for financial and risk accountability, for examining and reviewing all systems and methods of control, both financial and otherwise, including risk analysis and risk management. The committee ensures the College is complying with all aspects of the law (including compliance with data protection and equality legislation), relevant accounting and other regulations, and good practice.

Activity: Met four times in 2025-2026

Nick Whitaker	Chair of Audit and Risk Committee *(Chair)*	1 out of 1
Dr Waqar Ahmed MRCGP	Member Trustee	4 out of 4
Dr Ken Lawton FRCGP (until 1 October 2025)	College Member	1 out of 2
Clifton Melvin	Independent Member	4 out of 4
Dr Sahadev Swain FRCGP (Until 31 December 2025)	College Member	1 out of 3
Stephen Wilcox	Independent Member	1 out of 1
Dr Philip Xiu MRCGP	College Member	2 out of 2
Surgeon Captain Kate King FRCGP (from 1 September 2025)	College Member	1 out of 2

The Audit and Risk Committee support the Board in overseeing and monitoring financial reporting, internal controls systems and risk management systems.

The committee reviews and scrutinises the Strategic Risk Register before submission to Trustee Board; maintains a programme of internal audits; conducts deep dives into specific risks identified through the Strategic Risk Register; receives reports from the Health and Safety Committee; receives reports on any legal issues and risks; and reviews the Annual Report and Accounts and auditors' report before submission to Trustee Board for approval.

The committee have ensured the implementation of the new risk management strategy policy and framework in light of the approval of the new Corporate Plan by the Board.

RSM provide internal audit services on behalf of the college, and the committee approves an internal audit plan, receives internal audit reports, and monitors implementation of agreed management actions that follow from audits.

During year, the committee received two internal audit reports – review of contractor processes and a follow up audit on progress on implementing agreed actions. There was a planned audit on exams processes but that has been delayed until 2026/2027.

Crowe UK LLP is the College's external auditors.

The Committee approved the 2025-2026 external audit plan, the methodology used, the scope of the audit, the risks, and areas of focus as well as the materiality threshold for the Group and the threshold for reporting unadjusted differences.

Based on all evidence presented, the Committee satisfied itself that the external audit has been conducted independently and effectively with the appropriate rigour and level of testing.

Planning and Resources Committee

Purpose: To provide strategic oversight of the College's financial, investment, digital and IT, estates and people and culture affairs.

Activity: Met four times in 2025/2026

Ian Wilson	Independent Trustee *(Chair)*	4 out of 4
Dr Thomas Patel Campbell FRCGP	Vice Chair of Council Finance and Member Standards	4 out of 4
Dr Sonali Kinra MRCGP (until 28 November 2025)	Member Trustee	1 out of 2
Dr Kirsty Alexander MRCGP (from 28 November 2025)	Member Trustee	2 out of 2
Chris Lake	Senior Independent Trustee	4 out of 4
Marc Leppard	Independent Member	2 out of 4
Michael Patton	Independent Member	4 out of 4
Dr Onyinye Okonowo FRCGP	Member Trustee	3 out of 4
Dr Yvonne Umebuani MRCGP (until 20 January 2026)	College Member	1 out of 3

The Trustee Board established an Oversight Group to advise on ensuring the charity achieves best value for members from management of 30 Euston Square as a charity asset. The group also provides oversight of the HQ Strategy review. The group reports to the Planning and Resources Committee.

Remuneration Committee

Purpose: Approves the Executive Pay Policy and ensures remuneration arrangements are made in line with this; oversees performance of EMT members; considers remuneration and related matters for those clinicians employed by the College; and considers remuneration and related matters for College Officers.

Activity: Met twice in 2025-2026

Alan Wells, OBE (until 1 May 2025)	Independent Chair of Remuneration Committee *(Chair)*	0 out of 0
Karen Carroll (from 24 September 2025)		2 out of 2
Chris Lake	Senior Independent Trustee	2 out of 2
Professor Mike Holmes FRCGP	Chair of Trustee Board	2 out of 2
Prof Johnny Lyon-Maris FRCGP	Council Member	2 out of 2
Dr Thomas Patel Campbell FRCGP	Vice Chair of Council Finance and Member Value	2 out of 2
Rupert Terry	Independent Member	2 out of 2

During the year, the committee met twice to agree remuneration or payment arrangements for executive staff, clinical staff, Officers and clinicians receiving a sessional rate.

The committee commissioned an external consultant, Reward Connected; to carry out a market pay review for all members of the Executive Management Team (EMT) in order to ascertain whether their current levels of reward are competitive when compared to the market within which they operate. This formed part of the discussions on establishing the senior pay award for 2026.

Remuneration Committee also approved new employment status and arrangements for clinicians employed as employee, workers and secondees.

Governance Committee

Purpose: Responsible for monitoring and developing the governance of the College (including its committees, and the Companies and any other bodies controlled by it) and to provide oversight and guidance on governance policies and matters.

Activity: Met four times in 2025/2026.

Dr Michael Mulholland FRCGP (until 28 November 2025)	Honorary Secretary *(Chair)*	1 out of 2
Elizabeth Blease	Independent Member	4 out of 4
Dr Oluwaseun Babalola MRCGP	Council Member	3 out of 4
Prof Martyn Hewett FRCGP	College Member	3 out of 4
Dr David Mummery MRCGP	College Member	2 out of 4
Dr Kate Neden FRCGP	College Member	4 out of 4
Dr Heather Ryan FRGCP	Council Trustee	4 out of 4
Vicky Sandry	Independent Trustee (Chair from 28 November 2025)	4 out of 4
Claire Sunderland Hay	Independent Member	1 out of 2
Dr Jamie Hynes FRGCP (from 28 November 2025)	Vice Chair of Council Member Standards	2 out of 2

The focus of the Governance Committee over the past year has been oversight of the Governance Review and to make recommendations for governance reform to Trustee Board.

The committee have also had oversight of a faculty governance review – its work will continue into 2026.

The Committee has also reviewed a number of Governance policies including the Declaration of Interest, revised Code of Conduct and Safeguarding policies.

Nominations Committee (until 1 November 2025)

Purpose: The committee leads the process for, and makes recommendations to Trustee Board, for all appointed positions to Trustee Board and the Board committees using rigorous and transparent procedures; reviews skills of the Board and Committees to ensure their combined skills meet the needs and support the long-term strategic objectives of the business; and oversees a diverse succession pipeline

Activity: Met once in 2025/2026

Maria Coulson (until 1 November 2025)	Independent Trustee *(Chair)*	1 out of 1
Lisa Charles Jones (until 1 November 2025)	Independent Member	1 out of 1
Lisa Condron (until 1 November 2025)	Independent Member	1 out of 1
Dr Waqar Ahmed MRCGP (until 1 November 2025)	Member Trustee	1 out of 1
Dr David Shackles MRCGP (until 1 November 2025)	College Member	1out of 1

Following a Board review, the current Nominations Committee was disbanded. A new Nominations Committee was formed to meet as required and to act as an Appointments Panel for appointed Board posts. The remainder of their responsibilities were transferred to the Governance Committee.

Nominations Committee (from 1 November 2025)

Purpose: To act as an Appointments Panel for appointed Board posts.

Membership: Membership is appointed by the Chair of Trustees for each appointment process.

The committee met once in 2025/2026 for the appointment of a new Independent Trustee.

Commercial Subsidiaries

In addition, there are two subsidiary companies each with their own Board – RCGP Conferences Ltd, RCGP Enterprises Ltd. RCGP International Ltd was dissolved on 8 July 2025 due to College activity no longer being undertaken under this entity.

The RCGP Superannuation Fund Trust Company Ltd is the trustee of the Pension and Life Assurance Plan of RCGP, a now closed defined benefit pension scheme.

Trustee Board Effectiveness

There have been three main areas of focus this year.

Embedding the Corporate Plan

Further development of the College wide Corporate Plan providing a comprehensive high-level narrative for the next three years, backed by a financial projection by which the Executive Management Team can assure organisational impact and progress against key indicators.

The Plan provides transparency on the scale of ambition for core activities based on the College risk appetite and sets out clear priorities which are readily understood by the Board, Committees and staff.

Leadership, accountability and independent challenge

The Board has strengthened the role of independent expertise in the work of committees. The Chairs of all committees are now independent experts who are not routinely involved in matters which come to the Committee.

The third annual 'summit' of Board and Committee members meeting with the UK and devolved council Officers and Senior Management Team took place in January 2026. This focussed on investing in priorities and leadership to meet the challenges of the future.

Risk Framework

External consultants have carried out a review of current risk policies and processes. The work has comprised:

- A workshop with the senior management team to review risk management processes and priorities for new policy framework
- A new College risk management framework
- A refreshed Strategic Risk Register aligned to the new Corporate Plan with clearer reporting mechanism and emphasis on risk appetite.

The work has led to strengthened College processes for managing operational and strategic risks.

Policies and procedures for the induction of Trustees

Upon appointment each Trustee is provided with an induction process that includes the following:

- Governance overview of the RCGP's charitable object and the focus on public benefit.
- Attendance at the annual Council member induction to ensure that the roles of Council and Trustee Board are understood as well as gaining insight into the wider College structures and projects.
- An information folder that includes a declarations of interest policy and form; information security policy; Equality, Diversity & Inclusion policy; previous minutes from Trustee Board meetings; indemnity insurance information; College strategy and the Annual Report & Accounts of the previous year; and
- Access to external Trustee training as required.

Performance reporting to the Trustee Board

The Executive Management Team provide regular updates to the Trustee Board on priorities set out in the strategic plan. These are quality assured by:

- Using a consistent framework for the collation of data that allowed Trustees to compare performance and targets; and
- Quality assurance processes preceding finalisation of reports to ensure that information contained in the reports was accurate.

Council committees

There are five committees which report to Council to support its work. They are:

- Fellowship and Awards Committee
- Committee on Medical Ethics
- Patient and Carers Partnership Group
- Scientific Foundation Board
- Speciality Training Board

Fellowship and Awards Committee

Chair: Dr Richard Vautrey (until 27th November 2025) Professor Sir Sam Everington (from 28th November 2025)

Membership: Officers of Council, PCPG representative, Faculty Fellowship Committee representative, three College fellows, a Devolved Nations representative.

Purpose: Sets criteria for Fellowship, considers and recommends to Council the conferment of College fellowships, awards and honours.

Activity: Met two times in 2025-2026.

The Committee on Medical Ethics

Chair: Dr John Spicer

Membership: Vice-Chair Member Standards, two Council members, two College members, three lay academic members and three additional members with special expertise in ethics, philosophy, medical ethics, medico-legal or bio-medical issues, observer members including representatives from the GP Registrar Network, the Devolved Nations and the RCGP.

Purpose: To explore principles, values and beliefs informing decisions and provide advice to Council and to College and its members on medical ethics issues.

Activity: Met four times in 2025-2026.

Patient and Carers Partnership Group

Chair: Brenda Allan

Membership: Vice-chair (Policy), a Council member, up to three College members elected by Council, up to eleven lay members one of whom shall be elected Lay Chair, and one shall be elected as Vice chair.

Purpose: A College group providing partnership between patients and general practitioners, to highlight the patient perspective, and work with the college to develop and improve primary care.

Activity: Met four times in 2025-26

Scientific Foundation Board

Chair: Professor Sophie Park

Membership: Vice Chair Finance and Member Value, RCGP Clinical Lead for Research, Chair of the Society of Academic Primary Care (SAPC), Chair of RCGP Research Paper of the Year award, Vice-Chair External Affairs (until 27 November 2025), Vice-Chair Policy (from 28 November 2025) one lay representative.

Purpose: To award grants for research specific to general medical practice undertaken within the UK.

Activity: Met once in 2025-2026

Specialty Training Board

Chair: Professor Johnny Lyon-Maris. Medical Director for Training and Registration

Membership: Vice Chair Professional Development and Standards, one Council representative GP Registrar, First5 and RCPG representatives, Medical and Clinical leads relating to training and the curriculum, senior staff leads for training, standards and the examinations, and the Chief Examiner.

Purpose: To develop and oversee College strategy and policy in all areas of work relating to general practice training and the standards set for assessment and registration, and return to, independent practice, and to support the College's work to influence and advise ministers and statutory bodies about that strategy.

Activity: Meets three times per year

General Meetings

One general meeting took place during 2025-26.

The Annual General Meeting took place on 27 November 2025 to receive a number of reports and approve the list of proposed Fellows and Honorary Fellows.

Governance Changes in 2025-26

Governance Review

Changes to modernise Officer roles have continued to take effect this year. The Honorary Secretary role has changed to Vice Chair Member Standards with a clear focus on member standards, conduct and the business of Council. The role acts as an interface between the different parts of the College concerned with governance, and leading engagement with special interest groups and other sector engagement groups.

The retitling of the Chair of Council role to President of Council, and the current President role to Provost received Privy Council approval in April 2026 and took immediate effect.

The Trustee Board agreed Officer appointment terms should change from contractor to employee in light of a changing legal landscape and a desire to promote greater equity. This change was made in November 2025 to tie in with elections for Council and devolved nation Council Officer roles 2025 elections.

Work has continued on drafting the detailed changes to the College Governing Documents that will clarify the role of Trustee Board as the College governing body and Council as the most senior member representative body. The rationale for the changes has been published on the member section of the College website, and the detailed proposals will be available in the Summer 2026. A Special General Meeting will take place early July 2026.

Serious Incidents

There have been no serious incidents to report but the CEO did declare a critical incident in March 2026 in respect to IT issues relating to the introduction of a new Customer Relationship Management System.

Risk management

The Audit and Risk Committee provide scrutiny of the risk management processes in place across the College and advises the Trustee Board on strategic risks. The Trustee Board retains overall responsibility for risk management and reviews the strategic risk register at each meeting.

A comprehensive review of the College Risk Framework Guidance, risk appetite and strategic risk register has been led by RSM UK. This has included workshops and senior management engagement to determine priorities aligned to the new Corporate Plan. This will be approved at the Trustee Board in July 2025.

There have been two Internal Audits carried out in 2025/2026 on:

- Contractor Processes
- Follow-up audit on implementation of previous internal audit recommendations

Strategic Risks

A new strategic risk register was approved by the Audit and Risk Committee in December 2025.

The RCGP role, work and priorities are not sufficiently understood, recognised and communicated.

This is a risk that can arise where there is a lack of clarity regarding the College's priorities and key messages and / or ineffective communication with members and other key audience groups. It is mitigated through monitoring member feedback and media.

The RCGP is not considered or recognised as an authoritative, professionally representative and patient-focussed, thought leader or system-wide influencer.

This strategic risk recognises the critical role RCGP plays to encourage, foster and maintain the highest possible standards in general practice which creates a high demand on College time and resources. The new Corporate Plan enables us to prioritise our response to the increasingly challenging environment for GPs.

Failure to effectively transform RCGP into an organisation that it wants to be (including digital transformation)

This is a risk that can arise due to poor planning, insufficient investment, lack or shortage of skills, resistance to change, inadequate governance, technological failures or misalignment with corporate plan priorities. Mitigated by a new major projects panel and additional investment is being made in new digital expertise.

Failure to effectively support current and future GPs to enhance patient care

This could arise from ineffective training, poor quality in exam offering and lack of effective continuous development programmes. Mitigated by a data-led approach to the development of CPD, using member/user/delegate information from across the college, combined with mapping of existing content, to ensure we are meeting member educational needs.

Significant Governance Failure

This can arise where there is a lack of clarity between and misalignment of priorities, roles and responsibilities between the Trustee Board and Council. And / or a failure to adhere to relevant codes, policies, procedures and due process. The revision of the Governing documents is a key mitigation.

Unable to build sufficient organisation capacity and capability

The risk exists if there are ineffective approaches to talent attraction, retention and learning, poor culture and/or an employment offer which is either unattractive or uncompetitive.

Mitigated through new resources to strengthen learning and development strategy, EDI and workplace culture objectives.

Membership not considered relevant or of value

This risk exists if RCGP membership is not being sufficiently of value to GPs and RCGP membership not remaining current and fit for future to meet needs. Current priorities include an enhanced CPD offer and feedback through a regular member survey.

Risk of serious and successful cyber attack

These threats can arise due to outdated security protocols, lack of employee awareness, sophisticated cybercriminal tactics, or insufficient cybersecurity investment. The increasing use of AI increases the risk of a data breach or cyber-attack. RCGP carries out an annual review of IT and cyber security policy and puts in place cyclical mandatory training.

Major regulatory non-compliance

This risk could exist due to lack of awareness of regulatory requirements, inadequate training or failure to follow policies and procedures due to a lack of compliance knowledge and culture. This is being addressed through regular review of guidance and training arrangements and internal audits.

Failure to build and leverage off Commercial Partnership and Collaborations

This risk could exist where there is a failure to identify opportunities and to identify, quantify and monitor expected benefits. Mitigated by regular review of partnership and collaboration agreements.

Risks relating to the delivery of a high-stakes professional examination (MRCGP)

The new Simulated Consultation Assessment (SCA) went live in November 2023 replacing the Recorded Skills Assessment (RSA) introduced as an interim measure during Covid-19. This online assessment is a major innovation allowing trainees to sit the exam in their practice. The key risks are the reliance on remote infrastructure which was subject to rigorous pre-testing. Despite this, a European-wide platform outage significantly disrupted the second diet of the new exam. Mitigations based on the learning review from the incident and ongoing learning from the new exam arrangements are in place and regularly reviewed.

Pensions Accounting

Detail on the pension can be found in the financial section and is currently in a neutral position (2025: £0k deficit). Under risk management the pension deficit if any, is mitigated through effective budgeting and forecasting which takes into account payments, including deficit payments, in relation to the pension plan.

Reference and administrative details

Principal Address

30 Euston Square
London
NW1 2FB

Patron

His Majesty King Charles III

Principal Advisers

Bankers

Barclays Bank PLC
1 Churchill Place
Level 28
Canary Wharf
London
E14 5HP

Solicitors

The College uses various firms of solicitors based on their speciality.

External Auditor

Crowe U.K. LLP
55 Ludgate Hill
London
EC4M 7JW

Internal Auditor

RSM LLP
25 Farringdon Street
London
EC4A 4AB

Investment Managers

Royal London Asset Management
55 Gracechurch Street
London
EC3V 0RL

Financial review for the year

Results for the year

The consolidated statement of financial activities shows the College's total incoming resources for the year have increased to £54.3m (2025: £53.7m), while total resources expended increased to £51.8m (2025: £50.8m).

This year there were gains on the revaluation of investments of £1.7m (2025: loss of £0.2m).

This year there no change to the revaluation of the fixed assets (2025: gain of £0.2m).

There was no actuarial loss or gain on defined benefit pension scheme (2025: loss of £1m) and no change in the pension scheme deficit (2025: £0).

The funds balances at the yearend are represented by unrestricted funds £76.8m (2025: £72.7m), restricted funds £1.2m (2025: £1.1m).

The College has net current assets of £4.4m (2025: £6.9m) at the year end. The movement is primarily attributable to increase in current liabilities, including deferred income at year end reflecting income received in advance on Examinations and Events. There is also an increase in creditors, particularly trade creditors reflecting the timing of payments. Overall, the reduction represents timing differences rather than a deterioration in underlying financial performance.

The principal funding sources for the College remain membership subscriptions, examinations income and surplus generated by its trading subsidiaries.

Reserves policy

The College has £76.8m (2025: £72.7m) held in general funds. These funds represent the accumulated surpluses from general business activities and are available for use at the discretion of the Trustees.

General funds include unrestricted funds, designated project funds and a designated property reserve.

Fund	Total 2026 £(m)	Total 2025 £(m)
Unrestricted funds	18.2	17.9
Designated project funds	1.1	1.0
Designated property reserve	57.5	53.8
Total General Funds	76.8	72.7

Designated project funds

These are funds that have been assigned to particular projects the College is undertaking. For more detail on individual designations see Note 31 on page 70.

Designated property reserve

This reserve represents funds invested in the property owned by the College, 30 Euston Square, London and other fixed assets less the amount repayable on the loan for the building.

Pension deficit

The College pension is currently in a neutral position. Under risk management the pension deficit if any, is mitigated through effective budgeting and forecasting which takes into account payments, including deficit payments, in relation to the pension plan.

Where further actions are being taken in terms of plans for the future of the scheme or discussions with pension Trustees this is also being included.

Free reserves

The Trustees consider all unrestricted funds and designated project funds to be free reserves and readily realisable. As at year end these totalled £19.3m.

Trustees have reviewed key risks, as outlined in Risk Management. Where possible these risks have been quantified in order to assess the optimal level of free reserves required.

Following this review Trustees have agreed a target range for the level of free reserves of 3 to 6 months operational expenditure (£12m to £25m).

Currently, the College holds free reserves totalling £19.3m which is within the agreed range. Trustees have reviewed a 3-year plan which intends to keep reserves within the range agreed by Trustees.

Going concern

Trustees have considered several factors in concluding that the adoption of a going concern basis in the preparation of these financial statements is appropriate. These factors have included a summary of the key risks and uncertainties in the context of the College's operations and a review of the budgets and forecasts for the next three years. The forecasts consider both immediate liquidity and longer-term solvency, together with the impact on reserves.

For the period to 31 March 2029, the Board has considered the impact of a series of scenarios, detailing what is considered to be an assumed position against a 'best case' and 'worse case' scenario. Material differences between the scenarios result from assumptions relating to commercial use of the Head Office, member numbers and inflation.

Working capital requirements are met through income received from business activities. The College has the ability to drawdown against funds held within the College's investment portfolio if required. The College has a loan facility in place with Barclays Bank as detailed in note 29 to the financial statements.

Having regard to the financial models for the period to 2029 and the assumptions on which those are based, the Trustees believe it appropriate to adopt the going concern basis of accounting in preparing the financial statements.

Subsidiary and related companies (subsidiaries)

The College has two subsidiary undertakings which are consolidated in these accounts:

- RCGP Enterprises Limited – which manages commercial activity in 30 Euston Square
- RCGP Conferences Limited – which manages the College's annual conference andvarious other activity on behalf of the College.

The third subsidiary, RCGP International Limited was dissolved on 8th July 2025.

Investment policy

The investment objective of the portfolio, as set by the Trustee Board, is a total return strategy which aims to maintain the capital value of the portfolio in real terms and achieve positive returns.

The Charity's ethical investment policy precludes direct or indirect investment in companies that generate more than 10% of revenues from:

a) alcohol

b) tobacco-related business activities

c) adult entertainment services

d) gambling-related business activities

Investment is also precluded in companies which:

a) have an ICB sector classification of Oil & Gas producers and a sub-sector classification either of Integrated Oil & Gas or of Exploration & Production

b) have an ICB sector classification of Mining and a sub-sector classification of Coal

c) manufacture cluster munitions systems, components or delivery platforms

d) manufacture landmines

e) are involved in the production of depleted uranium weapons, ammunition or armour

f) manufacture biological or chemical weapons.

The College's investment portfolio is held in two managed funds with Royal London Asset Management Ltd and CCLA. The investment portfolio valuation as of 30th June 2026 was £14.5m, £0.1m higher than at year end.

Fundraising policy

The College is a member of the Fundraising Regulator. The College does not currently undertake specific fundraising activities, but it supports the Code of Fundraising Practice, and any future fundraising activity would be carried out in line with its recommendations.

Grant making policy

The Scientific Foundation Board (SFB) awards grants for research whose findings will be of direct relevance to the care of patients in general practice and primary care. Any GP, primary healthcare professional or university-based researcher may apply for a grant for scientific research to be undertaken in the UK. The SFB's definition of research is it views research in its broadest sense, including experimental and descriptive studies, both quantitative and qualitative methods. All applications are judged on the quality of the project proposal. It should be noted that the Board does not fund audit projects or guideline development.

The SFB gives a high priority to submission from practising GPs and other members of primary care teams. The SFB has no research priorities of its own but does encourage applications that address the College's strategic objectives or clinical priorities. In the event of applications of equal merit being received, the SFB will accord the following priority (with the prime consideration being scientific quality):

- Practicing GPs
- Early career researchers or experienced Primary Care practitioners with minimal research experience including trainees
- Post PhD primary care researcher
- Research projects that may demonstrate a shorter-term (<5yr) impact on patient outcomes or service delivery.
- Applicants who have not previously been funded by the SFB
- Short-term projects which will normally last up to 18 months

The SFB offers two forms of research funding: annual research grants of up to £30,000 and Practitioner Allowance Grants of up to £2,000. Applications for annual research grants are reviewed by members of the SFB, and at the annual meeting of the SFB, the Board decides where research grants will be awarded. Practitioner Allowance Grants have a limited amount of funding available (up to £6,000 in total for 25/26). Applications are open for several months at the start of the financial year, but funding will be rolled over into subsequent application windows throughout the year if this is not fully allocated. PAGs are awarded following review by the Chair and at least one other member of the SFB.

Employment

The College is committed to equity and inclusion in its employment practices and aims to ensure that no job applicant or employee receives less favourable treatment on the grounds of age, disability (including physical and mental health conditions), gender identity (including gender reassignment), marriage and civil partnership, pregnancy and maternity, race (including colour, nationality and ethnic or national origin), religion or belief, sex or sexual orientation.

Individuals are first selected, and then treated during their employment, based on their skills, experience and performance, and according to the requirements of the job.

Pay policy for staff

Senior staff

The Executive Management Team are the most senior management in the College, and their pay is determined by the Remuneration Committee. An external reward consultancy undertakes an extensive benchmarking exercise triennially and produces a report which is then considered by the Remuneration Committee, who makes a final decision on the Executives pay. Our Executive Pay Policy sets out our approach to pay and is underpinned by the following principles: to pay an appropriate salary and reward package to attract and retain skilled and expert senior leaders for the College, to determine salaries for all EMT roles in a consistent and equitable way, and to ensure our salaries and benefits are competitive within the sector, proportionate to the complexity of each role and responsibility, as well as affordable.

All staff

RCGP operates the Reward Connected Job Evaluation scheme (JESS), which determines the College's pay structure. The median market rate for each grade determines the minimum salary for each of those pay grades. To ensure RCGP salaries continue to reflect median market rates, a market review is conducted triennially by an external consultancy, and the findings are provided to the College and any amendments to the pay and grading are considered by the Executive team. Separately to the benchmarking exercise, the College determines any general uplift to existing rates of pay for College employees on an annual basis. The College recognises the union Unite and negotiates with them on pay.

Statement of trustees' responsibilities

The Trustees are responsible for preparing the Report and Accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales and Scotland requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the College and the group and of the incoming resources and application of resources of the College and the group for that year.

In preparing the financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently.
- observe the method and principles in the Charities Statement of RecommendedPractice.
- make judgements and accounting estimates that are reasonable and prudent.
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group will continue its operations.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the College's and group's transactions and disclose with reasonable accuracy at any time the financial position of the group and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 and the Charity's constitution. They are also responsible for safeguarding the assets of the group and taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditor

Crowe U.K. LLP were re-appointed as auditor during the year and have indicated their willingness to continue in office.

The Trustees who held office at the date of the Report of the Trustee Board confirm that there is no relevant audit information of which the College's auditors are unaware. Each Trustee has taken the necessary steps to ensure they are aware of any relevant audit information and to establish that the College's auditors are aware of that information.

Approved by the Trustee Board and signed on its behalf by:



Professor Mike Holmes
Chair of Trustee Board



Dr Thomas Patel-Campbell
Vice-Chair Finance and Member Value

Approved on 22 July 2026

Independent Auditor's Report to the Members of The Royal College of General Practitioners

Opinion

We have audited the financial statements of the Royal College of General Practitioners (the parent charity) and its subsidiaries ('the group') for the year ended 31 March 2026 which comprise the Consolidated Statement of Financial Activities, the College and Group Balance Sheets, the Consolidated Cash Flows Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charity's affairs as at 31 March 2026 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient and proper accounting records have not been kept by the parent charity; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 47, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011, and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations, are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the

Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charity and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, including financial reporting legislation and the Charities SORP (FRS 102), and tax regulations. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be necessary to the charity's and the group's ability to operate or to avoid a material penalty. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

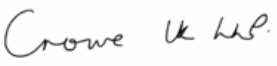
We also considered the opportunities and incentives that may exist within the charity and group for fraud. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit, and the Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Crowe U.K. LLP
Statutory Auditor
London

Date:

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Financial report

	Note	Unrestricted Funds £'000	Restricted Funds £'000	Total £'000	2025 £'000
Income from:					
Voluntary					
Donations		46	–	46	140
Charitable activities					
Project income		4,697	721	5,418	5,574
Examination fees		10,519	–	10,519	10,224
Membership income		22,996	–	22,996	22,617
Courses & events		2,478	11	2,489	2,381
Other income		729	–	729	416
Other trading activities				–	
Trading income from subsidiaries		11,139	–	11,139	11,213
Investment income		932	–	932	1,122
Total income		**53,536**	**732**	**54,268**	**53,687**
Expenditure on:					
Raising funds					
Trading expenditure		7,360	–	7,360	7,684
Investment management fees		62	–	62	59
		7,422	–	**7,422**	**7,743**
Charitable activities					
Future of general practice		5,113	46	5,159	5,160
GP education		18,872	(24)	18,848	18,891
Supporting membership		12,104	610	12,714	11,737
Voice of General Practice		7,679	–	7,679	7,312
		43,768	**632**	**44,400**	**43,100**
Total expenditure	20	**51,190**	**632**	**51,822**	**50,843**
Net income / (expenditure) before gains		**2,346**	**100**	**2,446**	**2,844**
Net gains/(loss) on investments	25	1,720	–	**1,720**	**(184)**
Net gains on revaluation of fixed assets		–	–	–	**213**
Net gains on disposal of fixed assets		–	–	–	–
Net income / (expenditure)		**4,066**	100	**4,166**	**2,873**
Transfers between funds	31, 32	59	(59)	–	–
Actuarial losses	34	–	–	–	**(974)**
Net movement in funds		4,125	41	**4,166**	**1,899**
Balances at 1 April 2025		72,712	1,119	73,831	71,932
Balances at 31 March 2026		**76,837**	**1,160**	**77,997**	**73,831**

	Note	College 2026 £'000	College 2025 £'000	Group 2026 £'000	Group 2025 £'000
Fixed assets					
Tangible assets	24	54,592	55,825	54,592	55,825
Intangible assets	24	2,242	1,219	2,242	1,219
Investments	25	22,465	18,081	22,465	18,081
Current assets					
Stocks		4	3	46	51
Debtors	26	5,175	6,335	3,688	4,616
Short term investment		6,471	6,484	6,471	6,484
Short term deposits	27	2,769	3,480	2,769	3,480
Cash at bank and in hand	27	5,246	4,245	9,909	8,670
		19,665	20,547	22,883	23,301
Creditors:					
amounts falling due within one year	28	(15,270)	(13,611)	(18,488)	(16,365)
Net current assets/(liabilities)		4,395	6,936	4,395	6,936
Total assets less current liabilities		83,694	82,061	83,694	82,061
Creditors:					
amounts falling due after one year	29	(5,697)	(8,230)	(5,697)	(8,230)
Net assets excluding pension liability		77,997	73,831	77,997	73,831
Defined benefit pension scheme liability	34	0	0	0	0
Net assets including pension liability		**77,997**	73,831	**77,997**	73,831
Represented by:					
Unrestricted funds		18,239	17,849	18,239	17,849
Designated funds	31	58,598	54,863	58,598	54,863
Pension deficit	34	0	0	0	0
General funds		76,837	72,712	76,837	72,712
Restricted funds	32	1,160	1,119	1,160	1,119
Funds		**77,997**	**73,831**	**77,997**	**73,831**

Approved by the Trustee Board and signed on its behalf by:



Professor Mike Holmes
Chair of Trustee Board



Dr Thomas Patel-Campbell
Vice-Chair Finance and Member Value

Approved on 22 July 2026

Cash flow statement	2026 £'000	2025 £'000
Net cash inflow from operating activities	7,774	2,527
Returns on investments and servicing of finance:		
Interest received	671	934
Dividends received	261	188
Net cash inflow from returns on investments	932	1,122
Payments to acquire tangible fixed assets	(2,146)	(1,439)
Purchase of investments	(2,987)	(1,335)
Proceeds from disposal of investments	–	3,028
Net cash outflow from investing activities	(5,133)	254
Pension deficit repayments	–	(980)
Capital repayment of secured loan	(2,533)	(2,533)
Interest payable on secured loan	(223)	(297)
Other interest payable	(15)	–
Interest rate swap liability	(274)	(379)
Net cash outflow from financing activities	(3,045)	(4,189)
Cash inflow / (outflow) before use of liquid resources	528	(286)
Increase / Decrease in cash	**528**	**(286)**

Reconciliation of incoming resources to operational cashflow	2026 £'000	2025 £'000
Net incoming resources	4,166	2,873
Adjustment for investments	(8)	125
Revaluation of fixed assets	–	(213)
Revaluation of investment property	(1,376)	498
Adjustment for pension	–	(22)
Depreciation/Amortisation	2,355	2,733
Interest payable on secured loan	223	297
Other interest payable	15	
Investment income and bank interest receivable	(932)	(1,122)
Decrease in stock	5	3
Decrease in debtors	928	(1,621)
Increase / (Decrease) in creditors	2,398	(1,024)
Net cash inflow from operating activities	**7,774**	**2,527**

Reconciliation of movement in net debt	2026 £	2025 £
Increase/(Decrease) in cash	528	(286)
Cash outflow from bank loan	2,533	2,533
Movement in net debt in the period	3,061	2,247
Net debt at 1 April 2025	1,387	(860)
Net debt at 31 March 2026	4,448	1,387

Analysis of net debt	2026 £	2025 £
Cash at bank and in hand (note 27)	5,246	8,670
Short term deposits	7,432	3,480
Bank loan due within one year (note 28)	(2,533)	(2,533)
Bank loan due after one year (note 29)	(5,697)	(8,230)
Net debt at 31 March 2026	4,448	1,387

1. Charity information

The Royal College of General Practitioners is a Chartered Corporation and a registered charity, administered in accordance with its Royal Charter, Ordinances and Byelaws. The Charter was granted to the College in 1972. The Charity Registration Numbers are 223106 (England) and SC040430 (Scotland). The registered address is 30 Euston Square, London, NW1 2FB.

2. Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) rather than the Accounting and Reporting by Charities: Statement of Recommended Practice 2005 which has since been withdrawn.

The Royal College of General Practitioners meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Trustees have considered several factors in concluding that the adoption of a going concern basis in the preparation of these financial statements is appropriate. These factors have included a summary of the key risks and uncertainties in the context of the College's operations and a review of the budgets and forecasts for the next three years. The forecasts consider both immediate liquidity and longer-term solvency, together with the impact on reserves.

For the period to 31 March 2029 the Board has considered the impact of a series of scenarios, detailing what is considered to be an assumed position against a 'best case' and 'worse case' scenario. Material differences between the scenarios result from assumptions relating to commercial use of the Head Office, member numbers and inflation.

Working capital requirements are met through income received from business activities. The College has the ability to drawdown against funds held within the College's investment portfolio if required. The College has a loan facility in place with Barclays Bank as detailed in note 29 to the financial statements.

Having regard to the financial models for the period to 2029 and the assumptions on which those are based, the Trustees believe it appropriate to adopt the going concern basis of accounting in preparing the financial statements

The consolidated accounts comprise the results of the College and its wholly owned subsidiary companies, RCGP Conferences Limited (company number 03896012 (England and Wales)) and RCGP Enterprises Limited (company number 01984344 (England and Wales)), made up to the balance sheet date. Accounts of both companies will be filed with the Registrar of Companies.

A separate statement of financial activities for the College is not presented as permitted by the SORP. The College has taken advantage of the exemption available to a qualifying entity in FRS102 from the requirement to present a College only cash flow statement.

3. Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably

Membership/Examination income is credited to the statement of financial activities (SoFA) in the year to which it relates.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

Government grants are recognised on the accruals basis, when there is reasonable assurance that the College will comply with the conditions attaching to the grant and the grant will be received.

Legacy income is recognised when it can be measured or estimated with sufficient reliability. Legacy income classified as receivable within with one year should not be discounted by the time value of money.

4. Expenditure and the basis of apportioning costs

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Expenditure comprises the following:

a) The costs of generating funds include the salaries, direct costs and overheads associated with generating income and the fees paid to the investment managers in connection with the management of the College's investments portfolio.

b) Charitable activities comprise expenditure on the College's primary charitable purposes as described in the Report of the Trustee Board on pages 4 to 40. Such costs include grants payable which are included within the SoFA when approved and when the intended recipient has either received the funds or has been informed of the decision to make the grant and has satisfied all related conditions. Grants approved but not paid at the end of the financial year are accrued for.

c) Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the College it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment. These costs are allocated out to the activities they are supporting on the basis of the number of employees and are described in note 20.

5. Investments

Listed investments are included in the balance sheet at their open market value at the end of the financial period. Realised and unrealised gains or losses are recorded in the SoFA in the year in which they arise.

Investment property is revalued annually using a discounted cash flow approach to rental income.

Investments in subsidiary companies are included at cost.

6. Stocks

All stocks are stated at the lower of cost and their net realisable value.

7. Fixed Assets

All assets costing more than £5,000 and with an expected useful life expectancy exceeding one year are capitalised. The College also capitalises items of less than £5,000 which are part of the capital replacement programme.

Freehold properties, comprising freehold buildings and freehold land owned by the College are stated in the accounts at cost.

Freehold buildings which, following professional advice, are deemed to equate to 85% of the total cost of the freehold properties are depreciated over 50 years, on a straight-line basis.

Finance costs and interest payments associated with the acquisition of fixed assets are not capitalised.

No depreciation is charged on freehold land.

Improvements to property are depreciated on a straight-line basis over five years.

Furniture and equipment (other than computer equipment) are capitalised and depreciated on a straight-line basis over two or five years determined by the useful life of the asset.

Computer equipment, software and network systems are capitalised and depreciated/amortised over three years with the exception of servers and website which are depreciated over five years both on a straight-line basis.

The new CRM system went live in December 2025 and replaces the existing CRM, therefore the depreciation has been accelerated to reflect the remaining useful life.

Revalidation software capitalisation – Design and content development costs have been capitalised only to the extent that they lead to the creation of an enduring asset delivering

future economic benefits at least as great as the amount capitalised. The useful life has been determined to be five years with exception of software costs which have a three-year life and are both depreciated on a straight-line basis. The carrying value of the asset will be subject to annual impairment reviews.

8. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. The trade debtors are valued at the net receivable amount after providing for bad debts. Prepayments are valued at the amount prepaid net of any trade discounts due.

9. Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

10. Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

11. Financial instruments

The College only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. Included in creditors is a total of £0.4m (2025: £0.7m) relating to the interest rate swap on the College's loan. This is a derivative financial instrument which has been measured at fair value through the SoFA.

Other basic financial instruments held by the college include investments measured at fair value through statement of financial activities, total value £22.5m (2025: £18.1m).

12. Fund accounting

Restricted funds comprise monies raised for, or have their use restricted to, a specific purpose, or contributions subject to donor-imposed conditions.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

General funds represent those monies which are freely available for application towards achieving any charitable purpose that falls within the College's charitable objects.

13. Councils and faculties

Transactions, assets and liabilities of the Scotland, Wales and Northern Ireland Councils and the individual faculties of the College are included in the SoFA and balance sheet of the College.

14. Pension costs

The College operates two pension schemes for or on behalf of eligible staff:

i) Group personal pension plan

The College operates a defined contribution pension scheme for eligible employees. Employer contribution rates differ by employee category. During the year the college paid contributions for staff at 8% of pensionable salary, and workers at 3% of qualifying earnings which is payable to employees' personal pension plans. Contributions by the College are recognised in the SoFA in the period to which they relate.

ii) Defined benefit pension plan

The College contributes to a defined benefits pension scheme providing benefits based on final pensionable salary, which closed on 30 June 2006. Pensionable contributions are paid into the scheme in accordance with the recommendations of actuaries.

The scheme is funded, with the assets of the scheme held separately from those of the College.

Current service costs, past service costs, gains and losses on settlement and curtailments, interest on pension scheme liabilities and the expected return on pension scheme assets are charges to resources expended, allocated on the basis of the number of employees.

Actuarial gains and losses are recognised immediately as other recognised gains and losses, after "net incoming/(outgoing) resources for the year".

As detailed in note 34, pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent currency and term to the scheme liabilities. The actuarial valuations are obtained triennially and are updated at each balance sheet date. The resulting defined benefit pension scheme liability is presented separately after "net assets excluding pension liability" on the face of the balance sheet.

15. Termination payments

Termination payments are recognised as an expense in the SoFA when incurred.

16. Leased assets: Lessor

Rentals applicable to operating leases are charged to the SoFA on a straight-line basis over

the period of the lease.

17. Leased assets: Lessee

Rentals applicable to operating leases are charged to the SoFA on a straight-line basis over the period of the lease.

18. Related Party Transactions

During the year the entity received invoices to the value of £63,778 from Haxby Group Practice, where Professor Mike Holmes and Dr Thomas Patel-Campbell are partners. At year end there is a balance of £21,122 outstanding to Haxby Group Practice.

The entity paid NHS England, where Professor Mike Holmes, Dr Heather Ryan, Professor Victoria Tzortziou Brown, Dr Jamie Hynes and Dr Onyinye Okonkwo work, £41,059 for services rendered. At year end, there are no balances owed to NHS England.

The entity received payments of £145,586 from NHS England, where Professor Mike Holmes, Dr Heather Ryan, Professor Victoria Tzortziou Brown, Dr Jamie Hynes and Dr Onyinye Okonkwo work, for services rendered. There is £54,000 outstanding balance owed to the entity at year end.

The entity paid Unity Health, where Dr Michael Mulholland is a partner, £42,656 for services rendered. At year end, there are no balances owed to Unity Health.

The entity paid Swansea University, of which Professor Kamila Hawthorne is an employee, £107,000 for services rendered during the year. At year end, there is not balance owing to Swansea University.

The entity paid Academy of Medical Royal Colleges, where Professor Victoria Tzortziou Brown is a board member and Vice Chair; and Professor Kamila Hawthorne is a trustee, £42,482 for services rendered. At year end, the balance owed to Academy of Medical Royal Colleges is nil.

The entity received payments of £58,919 from Academy of Medical Royal Colleges, where Professor Victoria Tzortziou Brown is a board member and Vice Chair; and Professor Kamila Hawthorne is a trustee, for services rendered. There are no outstanding balances owed to the entity at year end.

The entity paid OTM Associates, where Dr Onyinye Okonkwo is a director, £21,120 during the year for Services rendered. At year end, the balance owed to OTM Associates is £3,000.

The entity received payments of £4,050 from University of Bath, where Dr Calum Mercer is a trustee, for services rendered. There is no outstanding balance owed to the entity at year end.

During the year the Entity received invoices to the value of £50,365 from Gough Walk Practice where Professor Victoria Tzortziou Brown is an employee. At year end there is a balance of £8,386 owed to Gough Walk Practice.

The entity received payments of £1,500 from NHS NE London ICB, where Professor Victoria Tzortziou Brown works, for services rendered. There is no outstanding balance owed to the entity at year end.

The entity received payments of £570 from Mendip Vale Medical Group, where Dr Kirsty Alexander works, for services rendered. There is no outstanding balance owed to the entity at year end.

The entity paid Patients Association, where Dr Teena Chowdhury is a Trustee, £28,872 for services rendered. At year end, there are no balances owed to Patients Association.

19. Critical accounting judgements and estimates

The preparation of the Group financial statements requires the use of certain judgements, estimates and assumptions that affect the reported amounts of assets, liabilities, income and expenses, including the assumptions associated with the College's pension scheme liability and the estimates used to revalue the Investment property. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Changes in accounting estimates may be necessary if there are changes in the circumstances on which the estimate was based or as a result of new information or more experience, for example with the actuarial assumptions used for the pension scheme.

20. Expenditure

	Direct costs £'000	Grants Made £'000	Support costs £'000	Total 2026 £'000	Total 2025 £'000
Cost of generating funds					
Commercial expenditure	7,360	–	–	7,360	7,684
Investment management	62	–	–	62	59
Charitable expenditure					
Future of general practice	4,510	–	649	5,159	5,160
GP education	13,507	–	5,342	18,849	18,891
Supporting membership	7,304	94	5,316	12,714	11,737
Voice of General Practice	4,876	–	2,802	7,678	7,312
Total	**37,619**	**94**	**14,109**	**51,822**	**50,843**

Support costs total £14.1m (2025: £14.4m) for the year. These include property services, finance, IT, HR and other governance costs. These are allocated on a headcount basis as below. Included is £56k (2025: £54.1k) for audit fees.

Support costs	2026 £'000	2025 £'000
Finance & procurement	2,467	2,439
Property costs (including depreciation)	6,288	6,194
IT costs	3,965	4,793
HR (including pension costs)	1,276	826
Governance	113	153
	14,109	**14,405**

21. Grants payable

During the year eight (2025: six) grants were payable to individuals totalling £100k (2025: £77k). These grants were made in accordance with the policy outlined in the Trustees report.

22. Employee information

	2026 £'000	2025 £'000
Wages and salaries	13,985	12,454
Social security costs	1,844	1,353
Childcare Vouchers	3	6
Group personal pension plan costs	1,906	1,659
	17,738	**15,472**

The average number of employees during the year was as follows:

	2026	2025
Cost of generating funds, charitable activities and governance	270	247
Support function	46	41
Total	**316**	**288**

At year end the number of employees whose emoluments exceeded £60k was:

	2026	2025
£60,001 – £70,000	22	22
£70,001 – £80,000	21	16
£80,001 – £90,000	6	8
£90,001 – £100,000	7	5
£100,001 – £110,000	1	–
£120,001 – £130,000	1	2
£130,001 – £140,000	1	1
£160,001 – £170,000	1	–
£180,000 – £190,000	–	1
	60	**55**

During the year the College paid salaries, including Employer's NI and pension, totalling £773,279 (2025: £820,458) to key management personnel as listed on page 7.

During the year the College made redundancy payments of £Nil (2025: £Nil) and there were no balances outstanding at year end (2025: £Nil).

Employer pension contributions totalling £714k (2025: £664k) were made in respect of sixty employees (2025: 55) who earned total emoluments in excess of £60,000.

23. Trustees' and council members' expenses

Four ex-officio trustees are in Officer posts which are supported in line with RCGP's remuneration policy and governing documents. It includes payments to the officers' employers and practices which enable them time off from their regular employment to carry out their Officer duties. These are included in payments detailed under related party declarations. No other Trustees or members of Council received any remuneration in respect of their services in those roles during the year (2025: none).

Expenses in the year were paid to 15 Trustees (2025: 14) and 61 members of council (2025: 80) and comprised the following:

	2026 £'000	2025 £'000
Locum fees	63	73
Travel and subsistence	96	114
	158	**188**

24. Fixed assets

a) Tangible Fixed assets

	Freehold properties	Furniture and equipment	Computer and Other Digital Equipment	College and Group Total
Cost (£'000)				
At 1st April 2025	66,982	5,769	2,019	74,770
Additions	–	512	–	512
Disposals	–	–	(399)	(399)
At 31st March 2026	66,982	6,281	1,620	74,883
Depreciation (£'000)				
At 1st April 2025	13,219	3,707	2,019	18,945
Charge for the year	1,115	630	–	1,745
Disposals	–	–	(399)	(399)
At 31st March 2026	14,334	4,337	1,620	20,291
Net book values (£'000)				
At 31st March 2026	**52,648**	**1,944**	–	**54,592**
At 31st March 2025	53,763	2,062	–	55,825

b) Intangible Fixed assets *

	Software and network systems	Revalidation system	College and Group Total
Cost (£'000)			
At 1st April 2025	5,597	960	6,557
Additions	1,634	–	1,634
Disposals	(64)	–	(64)
At 31st March 2026	7,167	960	8,127
Amortisation (£'000)			
At 1st April 2025	4,461	877	5,338
Charge for the year	527	84	611
Disposals	(64)	–	(64)
At 31st March 2026	4,924	961	5,885
Net book values (£'000)			
At 31st March 2026	**2,243**	**(1)**	**2,242**
At 31st March 2025	1,136	83	1,219

Assets under construction costing £0.75m are included in Furniture and Equipment (£0.01m) and Software and Network systems (£0.74m)

£0.72m of assets under construction have been completed in the year and transferred to Furniture and equipment (£0.72m) and Software and network systems (£1.52m).

£0.8m disposal of Freehold property relates to the change in use from tangible fixed assets to investment property of the third floor of 30 Euston Square.

Freehold property includes 30 Euston Square, London and in the opinion of the Trustee Board the market value of the property is considerably in excess of their cost.

*Software and network systems and Revalidation systems were classified as tangible assets in prior year accounts.

25. Investments

	College		Group	
	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Listed investments				
Market value at 1 April 2025	10,532	9,657	10,532	9,657
Additions at cost	3,000	1,000	3,000	1,000
Net unrealised investment gains/(losses)	8	(125)	8	(125)
Market value at 31 March 2026	**13,540**	**10,532**	**13,540**	**10,532**
Other investments				
Fixed Term deposits (>1year)	–	–	–	–
Investment property	8,925	7,549	8,925	7,549
Total	**22,465**	**18,081**	**22,465**	**18,081**

*Net gains on investments of £1.7m (2025: loss £0.2m) recognised in the SOFA includes the gain of £0.1m (2025: loss £0.1m) on investments, a gain on revaluation of investment property of £1.4m (2025: loss £0.5m) and a gain of £0.2m (2025: gain £0.4m) on the revaluation of the interest rate swap detailed in Note 28.

	RCGP Enterprises Ltd		RCGP Conferences Ltd		RCGP International Ltd	
	2026 £'000	2025 £'000	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Turnover	7,909	7,702	3,778	3,923	–	–
Cost of sales	(6,388)	(6,003)	(2,303)	(2,781)	–	–
Gross profit	1,521	1,699	1,475	1,142	–	–
Administrative expenses	(55)	(48)	(14)	(51)	–	–
Operating profit	1,466	1,651	1,461	1,091	–	–
Interest receivable and similar income	92	111	25	22	–	3
Gift aid to parent	(1,558)	(1,762)	(1,486)	(1,113)	–	(3)
Net profit for year	–	–	–	–	–	–
Assets	3,451	4,070	2,416	2,220	–	–
Liabilities	(3,451)	(4,070)	(2,416)	(2,220)	–	–
Net assets	–	–	–	–	–	–

The College owns the entire share capital of RCGP Enterprises Limited and RCGP Conferences Limited, both registered in England and Wales. RCGP Enterprises Ltd and RCGP Conferences Ltd traded in the year, RCGP Enterprises Limited providing catering and event income from room hire at 30 Euston Square and RCGP Conferences Limited the annual conference and other events. RCGP International Limited was dissolved during the year. At year-end RCGP Enterprises Limited and RCGP Conferences Limited had net assets of £1 (2025: £1).

During the year RCGP Enterprises made £0.7m sales of room hire and catering services to the College (2025: £0.5m). At year-end there is a balance of £0.5m owing from RCGP.

During the year RCGP Conferences made no sales of publishing services to the College (2025: £Nil) and received no marketing services from the College (2025: £Nil). At year end there is a balance of £2.1m (2025: £1.9m) owing from RCGP Conferences Limited to the College.

RCGP International made no sales of consultancy services to the College (2025: £Nil). At year end there is a balance of £Nil (2025: £Nil) owing from RCGP International Limited to the College.

The balance included in investments for investment property is the valuation applied to the area of 30 Euston Square available for rental to 3rd parties. The valuation has been independently valued by a valuer who is qualified for the purposes required using a discounted cashflow model based on forecast yields.

26. Debtors

	College		Group	
	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Trade debtors	451	637	1,512	2,348
Other debtors	17	2	33	16
Accrued income	1,331	1,347	1,371	1,388
Amount due from RCGP Conferences Limited	2,143	1,852	–	–
Amount due from RCGP Enterprises Limited	506	1,684	–	–
Amount due from RCGP International Limited	–	–	–	–
Prepayments	727	813	772	864
	5,175	**6,335**	**3,688**	**4,616**

27. Cash at bank and short term deposits

Cash at bank

	College		Group	
	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Current accounts	5,246	4,245	9,909	8,670
	5,246	**4,245**	**9,909**	**8,670**

Short term deposit

Cash of £2.8m (2025: £3.5m) is held on short term deposits to take advantage of the current higher interest rates.

28. Creditors

	College		Group	
	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Trade creditors	3,398	2,557	3,812	2,962
Income received in advance	4,769	4,135	7,319	6,256
Accruals	2,980	2,757	3,131	2,878
Taxation and social security	717	550	816	653
Barclays Loan due within one year	2,533	2,533	2,533	2,533
Other creditors	478	409	482	414
Amount due to RCGP International Ltd	–	1	–	–
Interest rate swap	395	669	395	669
	15,270	**13,611**	**18,488**	**16,365**

The interest rate swaps are valued at the present value of future cash flows estimated and discounted based on the applicable yield curves derived from quoted interest rates.

	College		Group	
Reconciliation of deferred income	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Balance brought forward	4,134	4,454	6,256	6,562
Released to SoFA	(4,134)	(4,440)	(6,256)	(6,548)
Deferred in year	4,769	4,120	7,319	6,242
Balance carried forward	**4,769**	**4,134**	**7,319**	**6,256**

29. Creditors: amounts falling due after more than one year

	College		Group	
	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Bank loan due between 2 & 5 years	5,697	8,230	5,697	8,230
	5,697	**8,230**	**5,697**	**8,230**

The College has entered into an agreement with Barclays Bank plc for a development and term loan facility of up to £32m. The bank loan is secured by way of a first legal charge over the College's headquarters (that is, 30 Euston Square, London, NW1 2FB). The loan is repayable in quarterly instalments of £633k with final maturity on 1st April 2028. Interest is charged at LIBOR + 1.35% (reset quarterly). The College's exposure to interest rate fluctuations on the loan has been managed by using two interest rate swaps. An agreement was signed in July 2016 to fix the interest costs on the loan at 2.662%. A further agreement was signed in December 2021 to fix the interest on the unhedged portion of the loan due to a loan holiday taken during COVID.

30. Operating leases

	College		Group	
	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Operating lease due within 1 year	211	231	211	231
Operating lease due within 2 to 5 years	696	726	696	726
Operating lease due over 5 years	248	426	248	426
	1,155	**1,383**	**1,155**	**1,383**

Operating leases relate to IT equipment and property leases. Renewals for IT equipment are at the option of the lessee. The annual lease cost is £211k (2025: £211k)

31. General and designated funds

	At 1 April 2025 £'000	Income £'000	Expenditure £'000	Realised and unrealised gains/(loss) £'000	At 31 March 2026 £'000
International	97	–	–	–	97
Special measures & other projects	936	77	(196)	–	972
Fixed Assets Designated Fund	53,830	–	–	1,375	57,529
Total Designated Funds	**54,863**	77	(196)	1,375	**58,598**
General funds	**17,849**	53,459	(50,994)	345	**18,239**
Pension funds	–	–	–	–	–
Total Unrestricted funds	**72,712**	53,536	(51,190)	1,720	**76,837**

International Fund – This fund was set up following the introduction of the MRCGP International programme to support the development of general practice/family medicine world-wide and in raising standards of the discipline, being of equivalent academic rigour to the MRCGP in the UK. A new category of International Member was created, and the designation MRCGP [INT] will be in addition to the qualification awarded by the relevant national bodies in the countries concerned, which fund the accreditation process. These are expected to be utilised over the next few years.

Special measures and other projects – These are project funding relating to work the College does that concentrates on the development and establishment of educational resources, tools and guidance to enhance and develop the skills of healthcare professionals to support positive patient outcomes. It includes funding to help accredited practices as veteran friendly, for doctors working in secure environments and help practices offer the best end of life care programmes. It is anticipated the funds will be spent over the life span of the projects which is normally a year.

Fixed Asset Designated Fund – The charity has established a separate reserve to reflect a proportion of the value of the College's building assets and other assets to prevent the general reserves being overstated by the inclusion of assets which are part of its permanent operating structure. This reserve is different from other reserves as it cannot be realised for cash purposes (e.g. as in charging any other fees or costs that are payable by means of cash going out – this is what we normally do for most designated funds). Transfers represent the net effect of additions to the assets, depreciation on the asset and repayment of the loan secured against the building.

32. Restricted funds

	At 1 April 2025 £'000	Income £'000	Expense £'000	Realised and Unrealised gains/(loss) £'000	Transfers £'000	At 31 March 2026 £'000
Kuenssberg Prize	109	–	–	–	–	**109**
Other secretariat funds	47	–	(1)	–	–	**46**
Other international funds	144	63	(27)	–	–	**180**
OLE & educational	93	(88)	23	–	(3)	**25**
Research Projects	123	–	13	–	–	**136**
Other Scottish funds	55	491	(435)	–	–	**111**
Northern Ireland funds	2	(18)	16	–	–	–
Welsh funds	64	116	(153)	–	–	**27**
Special measures & other projects	234	168	(58)	–	(56)	**288**
Faculties funds	248	–	(10)	–	–	**238**
Total Restricted Funds	1,119	732	(632)	–	(59)	**1,160**

Kuenssberg prize – This is awarded to those who have had an impact on clinical excellence or patient safety in general practice.

OLE & educational – These relate to projects the College is undertaking delivering education programs for General Practice, primarily in e-learning on specific topics. These will be spent

over the development of the various projects, which is normally 1 year. Restricted funds also include funds for the ongoing maintenance and development of the online learning platform.

Research projects – These funds represent grant project income for clinical innovation and research. The balance is £136k for research into Adolescent special interest groups.

Scottish fund – This includes funding that relates to the Scottish Deep End Group which receives funding to carry out its work from the Scottish Government. RCGP holds and disburses the funds for project activity and provides administrative support.

Faculties funds – These funds are grants held by individual faculties for a range of purposes.

33. Analysis of net assets between funds

	Unrestricted funds £'000	Restricted funds £'000	Total 2026 £'000
Tangible fixed assets	56,834	–	56,834
Investments	21,305	1,160	22,465
Net current assets	4,395	–	4,395
Amounts falling due after one year	(5,697)	–	(5,697)
Net assets excluding pension liability	76,837	1,160	**77,997**
Pension liability	–	–	–
Net assets including pension liability	76,837	1,160	**77,997**

34. Pension commitments

As described in Note 14, the College operates two pension schemes, one of which is a defined benefits scheme. The assets of this scheme are held separately from those of the College, being invested with a range of investment managers via an investment platform provided by Mobius Life Limited.

The last formal actuarial valuation was at 1 April 2023. Pension deficit funding contributions was agreed at £1.0m per annum payable monthly to 31 March 2025 when the funding deficit has been eliminated.

The level of funding at 1 April 2023 was 92%, and the market value of the fund at the time of the last formal valuation was £22.6m. The pension contribution for the year was £0m (2025: £1.0m), and no amounts were outstanding at the year end.

Financial Reporting Standard 102 (FRS102) requires the surplus or deficit on the Scheme as at 31 March 2026, calculated in accordance with the requirements of the FRS102, to be included on the balance sheet.

For the purpose of FRS102, the assets of the Scheme have been taken at market value, and the liabilities have been calculated by a qualified independent actuary. The major assumptions used by the actuary were:

	2026 %	2025 %	2024 %	2023 %	2022 %
Rate of increase in salaries	**2.25**	**2.15**	2.30	2.45	3.05
LPI pension increases (based on RPI subject to a maximum of 5% p.a.)	**3.15**	**3.05**	3.20	3.30	3.65
Discount rate	**6.10**	**5.70**	4.80	4.70	2.75
RPI Inflation assumption	**3.25**	**3.15**	3.30	3.45	3.85
CPI Inflation assumption	**2.25**	**2.15**	2.30	2.45	3.05

The underlying mortality assumption is based upon the standard table known as S4PA year of birth tables, rated to 119% for male members and 105% for female members, with CMI_2025 future improvement projections and a long-term rate of future improvement of 1.25% p.a. (2025: S3PA Light with CMI_2023 future improvement factors and a long-term future improvement of 1.25% p.a. This results in the following life expectancies in years at 60, for members aged either 45 or 60 at 31 March 2026 (with comparative figures based on mortality assumptions used at previous year end).

	2026 %	2025 %
Male currently aged 60	**24.9**	**27.4**
Female currently aged 60	**28.5**	**29.3**
Male currently aged 45	**26.1**	**28.5**
Female currently aged 45	**29.6**	**30.4**

The major categories of plan assets for the year ending 31 March 2026 (with comparative figures for the year ending 31 March 2025) are as follows:

	Value at 31 March 2026 £'000	%	Value at 31 March 2025 £'000	%
Equity and property	2,703	**13**	2,530	**12**
Bonds	8,526	**41**	8,434	**40**
GARS & LDI Funds	9,358	**45**	9,910	**47**
Cash	209	1	211	**1**
		100		100
Total market value of assets	20,796		21,085	
Present Value of Scheme Liabilities	(19,403)		(20,196)	
Net Pension Liability	1,393		889	

	2026 £'000	2025 £'000
Movement in deficit during year		
Deficit at 1 April	–	(28)
Contributions	–	980
Other finance costs	–	22
Actuarial gain/(loss)	–	(974)
Surplus/(Deficit) at 31 March	(0)	(0)

	2026 £'000	2025 £'000
Analysis of amount charged to Statement of Financial Activities		
Other finance cost	–	22
Total operating charge	–	22
Analysis of net return on pension scheme		
Expected return on pension scheme assets	1,125	1,087
Interest on pension liabilities	(1,125)	(1,065)
Net return	–	(22)
Actual return on Scheme assets	623	(1,476)
Amounts recognised as Pension Scheme gains and losses		
Actual return less expected return on pension scheme assets	(552)	(2,563)
Experience gains and losses arising on scheme liabilities	(395)	(162)
Change in financial and demographic assumptions underlying scheme assets	1.401	2,640
Adjustment for non-recoverable surplus	(454)	(889)
Actuarial gain/(loss) recognised in the Statement of Financial Activities	–	(974)

	2026 £'000	2025 £'000
Cumulative amount of actuarial gains and losses recognised for the year ending 31 March 2026 are as follows:		
Cumulative actuarial (loss) at beginning of the period	(12,043)	(11,069)
Recognised during the period	–	(974)
Cumulative actuarial (loss) at end of the period	**(12,043)**	**(12,043)**
(Deficit) in Scheme at the beginning of year	–	(28)
Expenses recognised in profit and loss	–	22
Contribution paid by the College	–	980
Actuarial gain/(loss)	–	(974)
(Deficit) in Scheme at the end of the year	–	–
Changes in the present values of the Scheme liabilities for the year ending 31 March 2026 are as follows:		
Present value of Scheme liabilities at the beginning of period	20,196	22,762
Interest cost	1,125	1,065
Actuarial losses/(gains)	(1,006)	(2,478)
(Gains)/Losses on plan changes	–	–
Benefits paid	(912)	(1,153)
Present value of Scheme liabilities at end of period	**19,403**	**20,196**
Changes in the present values of the Scheme assets for the year ending 31 March 2026 are as follows:		
Market Value of Scheme assets at the beginning of period	21,085	22,734
Expected return	1,175	1,087
Actuarial gains	(552)	(2,563)
Benefits paid	(912)	(1,153)
Contributions paid by the College	–	980
Market value of Scheme assets at the end of period	**20,796**	**21,085**

Group Personal Pension Plan

On 1 July 2006, the College established a Group Personal Pension Plan with Aviva into which it contributes a maximum of 8% of basic annual salary provided the employee also contributes a minimum of 4%. A separate category was set up for workers, into which the College contributes a lower rate of 3% provided the worker contributes 5% of qualifying earnings. In order to comply with legislation, a Stakeholder Plan was also established but no employer contribution is paid into this arrangement and, to date, nobody has joined.

The assets of the Group Personal Pension Plan are held separately from those of the College and are invested by Aviva. The total employer contribution for the year was £0.7m (2025: £0.7m) The pension contribution outstanding at 31 March 2026 was £0.2m (2025: £0.1m).

35. Prior year financial information

	Note	Unrestricted Funds £'000	Restricted Funds £'000	2025 Total £'000
Income from:				
Voluntary				
Donations		140	140	140
Charitable activities				
Project income		4,810	764	5,574
Examination fees		10,224	–	10,224
Membership income		22,617	–	22,617
Courses & events		2,369	12	2,381
Other income		421	(5)	416
Other trading activities				
Trading income from subsidiaries		11,213	–	11,213
Investment income		1,122	–	1,122
Total income		**52,916**	**771**	**53,687**
Expenditure on:				
Raising funds				
Trading expenditure		7,684	–	7,684
Investment management fees		59	–	59
		7,743	–	**7,743**
Charitable activities				
Future of general practice		5,092	68	5,160
GP education		18,889	2	18,891
Supporting membership		11,020	717	11,737
Voice of General Practice		7,312	–	7,312
		42,313	**787**	**43,100**
Total expenditure	20	**50,056**	**787**	**50,843**
Net income / (expenditure) before gains		2,860	(16)	2,844
Net gains/(loss) on investments	25	(184)	–	(184)
Net gains on revaluation of fixed assets		213	–	213
Net income / (expenditure)		**2,889**	**(16)**	**2,873**
Transfers between funds	31, 32	68	(68)	–
Actuarial gains/(losses)	34	(974)	–	(974)
Net movement in funds		1,983	(84)	1,899
Balances at 1 April 2024		70,729	1,203	71,932
Balances at 31 March 2025		**72,712**	**1,119**	**73,831**

36. Restricted funds

	At 1 April 2024 £'000	Income £'000	Expense £'000	Realised and Unrealised gains/(loss) £'000	Transfers £'000	At 31 March 2025 £'000
Kuenssberg Prize	109	–	–	–	–	**109**
Other secretariat funds	49	–	(2)	–	–	**47**
Other international funds	170	128	(154)	–	–	**144**
OLE & educational	128	35	(2)	–	(68)	**93**
Research Projects	124	–	(1)	–	–	**123**
Other Scottish Funds	50	392	(387)	–	–	**55**
Northern Ireland Funds	–	34	(32)	–	–	**2**
Welsh funds	53	105	(94)	–	–	**64**
Special measures & other projects	225	76	(67)	–	–	**234**
Faculties funds	295	1	(48)	–	–	**248**
Total Restricted Funds	1,203	771	(787)	–	(68)	**1,119**

37. Analysis of net assets between funds

	Unrestricted funds £'000	Restricted funds £'000	Total 2025 £'000
Tangible fixed assets	57,043	–	57,043
Investments	16,962	1,119	18,081
Net current assets	6,936	–	6,936
Amounts falling due after one year	(8,230)	–	(8,230)
Net assets excluding pension liability	72,711	1,119	**73,830**
Pension liability	–	–	–
Net assets including pension liability	72,711	1,119	**73,830**

38. General and designated funds

	At 1 April 2024 £'000	Income £'000	Expenditure £'000	Realised and unrealised gains/(loss) £'000	At 31 March 2025 £'000
International	97	–	–	–	97
Special measures & other projects	929	193	(58)	–	936
Fixed Assets Designated Fund	52,875	–	–	(285)	53,830
Total Designated Funds	**53,901**	193	(58)	(285)	**54,863**
General funds	**16,856**	52,722	(50,019)	314	**17,849**
Pension funds	**(28)**	–	22	(974)	**0**
Total Unrestricted funds	**70,729**	52,915	(50,055)	(945)	**72,712**

39. Contingent Liabilities

The College is defending an employment tribunal claims relating to guidance issued in 2024. The claims remain at an early stage, and no provision has been recognised as the trustees do not consider an outflow of resources to be probable. Due to the ongoing litigation and the potential prejudice that could arise from further disclosure, the trustees have not disclosed an estimate of the possible financial effect. The College maintains insurance cover in respect of such claims, subject to policy terms and limits.

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The Royal College of General Practitioners is a network of over 55,000 family doctors working to improve care for patients. We work to encourage and maintain the highest standards of general medical practice and act as the voice of GPs on education, training, research and clinical standards.

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